

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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Debt: encouraging signs from the
Third World, Page 12

Wednesday January 8 1986

D 8523 B

World news

Business summary

Channel link talks make progress

Hanson lifts stake in SCM to 60%

Britain and France edged a little closer to an agreement on the choice of a Channel fixed-link scheme after talks in Paris between UK Transport Secretary Nicholas Ridley and French Transport Minister Jean Aurore.

Although the two governments have yet to take a fixed position on the issue, it was clear after the talks that there was no overt clash between the two countries. There was no indication on which of the four competing schemes was being favoured by the two governments.

Page 2

Franco-German pact

France and West Germany agreed to intensify political collaboration through quarterly meetings of foreign ministers.

Hanoi, US accord

US and Vietnamese delegations said they had agreed to work together to solve within two years the issue of hundreds of American servicemen missing in the Vietnam War.

Palestinians jailed

An Israeli military court sentenced eight Palestinians to prison terms ranging from 14 to 28 years for guerrilla activities in the occupied Gaza Strip.

Generals held

Afghanistan has arrested at least four generals in charges passing information on Soviet troop movements to a leading Moslem rebel commander. Western diplomats said.

Police destroy camp

West German riot police with chainsaw forced their way into a protest camp in a Bavarian forest and began demolishing log huts blocking work on West Germany's first nuclear reprocessing plant.

Deputy premier dies

East German Deputy Premier Gerhard Weis, 66, for 17 years the country's chief Comintern representative, died after a long illness.

Congress team bar

South Africa's prisons service said six visiting members of the US Congress could not see black leader Nelson Mandela in jail.

Two jets crash

At least four people were injured and a pilot was killed when two US Air Force F-15 fighters crashed after colliding in mid-air near the West German town of Zweibruecken.

Bonner surgery

Yelena Bonner, wife of Soviet dissident Andrei Sakharov, will undergo heart bypass surgery soon because treatment with drugs has failed to improve her condition.

S Korea reshuffle

South Korea's President Chun Doo Hwan replaced eight of his Cabinet of 22, mainly ministers with economics portfolios. Page 3

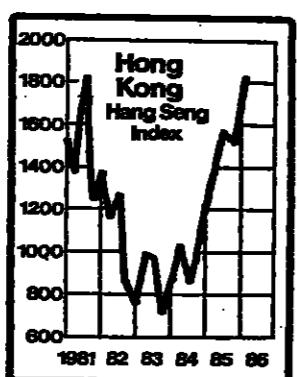
Doctors strike

Italian hospitals provided only emergency services after about 100,000 doctors began a three-day strike for higher salaries and better status.

Rebels kill 46

Karen separatist rebels killed 46 people and wounded 136 others in an attack on a ferry boat in south east Burma.

HANSON TRUST, the UK industrial holding company, bought a big block of shares in SCM, the New York conglomerate it wants to take over, increasing its stake up to about 60 per cent and putting itself in a virtually impregnable position. The purchases followed a court decision allowing it to proceed with its \$625m bid. Page 15



HONG KONG stock market surged as the Hang Seng index jumped across the 1,800 threshold with a 18.94 advance to a record 1,815.53. Utilities and properties featured. Page 34

TOKYO: Prices lost more ground and the Nikkei average dropped below 13,000 for the first time since December 21 to end down \$2.55 at 12,991.24. Page 34

LONDON: Equities were hit by the threat of higher short-term rates. Gilt, too, had another poor day. The FT Ordinary share index shed 6.8 at 1,133.3 and the FT-SE 100 dropped 8.9 to 1,415.2. Page 34.

WALL STREET: The Dow Jones industrial average closed up 18.12 at 1,565.71. Page 34

DOLLAR: was weaker in London, closing at DM 2.4405 (DM 2.4475), SFr 2.087 (SFr 2.07), FF 7.48 (FF 7.5) and Y201.45 (Y201.0). On Bank of England figures, the dollar's exchange rate index fell to 123.1 from 123.6. Page 27

STERLING: was on the whole firmer in London, gaining 40 points against the dollar to \$1.44, and also rising to SFr 2.9775 (SFr 2.9725), FF 10.7225 (FF 10.77) and Y200.1 (Y200.0). It was unchanged at DM 2.515. The pound's exchange rate index closed at 77.5 down from 77.9. Page 27

GOLD: rose \$1.50 on the London bullion market to finish at \$329.75 and was also higher in Zurich at \$330.20. In New York the Comex settlement was \$332.80. Page 26

DIAMONDS: World sales of rough (uncut) gems improved further in the second half of 1985. Sales for the year totalled \$1.22bn, up 13 per cent. Page 26

GREEK: current account deficit is likely to top \$3bn for 1985, bigger than the most pessimistic projections. Dimitris Chalikias, the central bank governor said. Page 2

INDONESIAN draft budget points to a year of austerity as a result of falling world petroleum prices. Page 14

SOVIET UNION: concluded a deal with Cuba allowing Havana to sell surplus Soviet oil for hard currency. Page 4

INTERNATIONAL HARVESTER: US truck manufacturer, has changed its corporate name to Navistar International. The move reflects the sale of its agricultural operations last June.

HOOGOVENS: Dutch state-owned steel group set for privatisation, has increased profits for 1985 in spite of reduced steel output. Page 16

WESENANEN: Dutch foods group, expects profits for 1985 to show a further strong increase. Page 16

ALSTHOM: diversified French heavy engineering group, is looking for foreign acquisitions and alliances to boost its export business. Page 15

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Europeans raise Westland rescue offer to £75m

BY LIONEL BARBER AND BRIDGET BLOOM IN LONDON

THE FOUR-NATION European consortium headed by British Aerospace yesterday appealed directly to shareholders of Westland, Britain's only helicopter maker, to reject the rival \$74m US-Italian rescue plan as a first step towards accepting their own improved £75m offer.

As the consortium unveiled its new offer in London, Mr Paul Quiles, the French Defence Minister, repeated threats that Westland

was likely to be excluded from European collaborative projects if it pursued its favoured solution with Sikorsky/Fiat.

Further public support from the West German and Italian governments was likely to be forthcoming, said senior executives from Messerschmitt-Bölkow-Blohm and Agusta, two of the consortium's members. According to Mr Arnaldo Antichi, senior vice president of Agusta, Mr Bettino Craxi, the Italian Prime Minister, had expressed support for the European offer in a letter to Mrs Margaret Thatcher, the UK Prime Minister, but Downing Street could not confirm this last night.

Sir Raymond said: "All the evidence is that it is impossible to stop a one-way street in technology transfer from the United States to Europe. It is almost impossible to achieve a fair exchange of technology."

Sir Raymond condemned the Westland board's favoured solution involving Sikorsky, the American helicopter maker and subsidiary of United Technologies, the US conglomerate, and Fiat of Italy. He suggested that the deal would in future turn Westland into "an offshore subsidiary of Sikorsky for promoting and manufacturing its products inside Europe" and would eventually lead to total domination of the European helicopter market by one company, Sikorsky.

Sir Raymond said there was no intention on the part of British Aerospace and GEC to launch a takeover bid for Westland. He also said that the consortium had not bought shares in the market, though GEC was a small shareholder in the company.

Mr Bettino was described as a pro-government figure in Paris by Mr Henri Maire, chairman of Aerospatiale, the French member of the consortium, as standing up for "Britain's national dignity" in his future career.

The farm bill was seen by Mr Block as a stepping stone away from strict government controls on farmers towards the more market-oriented policies for which Mr Reagan has consistently called. Although the bill fell far short of Mr Block's original hopes, it provided for a leasing of federal price supports for important commodities such as wheat and maize, and of export incentives.

Mr Block has presided over the Agriculture Department during the biggest upheaval in US farming since the great Depression of the 1930s, with plummeting land values, declining exports and a fierce financial squeeze on thousands of individual farmers.

He has frequently been attacked in Congress over the cost of farm programmes, and by some farm groups because of the way the programmes have been run. European officials tended to see his aggressive approach to international negotiations as an obstacle to the solution of US-EU agricultural disputes.

Asked who his successor would be, an Agriculture Department official noted that Mr Richard Lyng, former deputy Secretary of Agriculture, had been frequently mentioned in the past when rumours of Mr Block's resignation had surfaced.

Continued on Page 14

Benedetti's German ally, Page 2

US rules out military action against Libya

BY REGINALD DALE IN WASHINGTON

President Ronald Reagan has ruled out military action against Libya, at least for the time being, and will concentrate on economic and diplomatic measures in retaliation for last month's terrorist attacks on Rome and Vienna airports, US officials said yesterday.

Mr Reagan was expected to announce what officials described as "new economic sanctions" against Libya at a nationally televised news conference later tonight, his first in almost four months.

It was unclear what form such sanctions would take, given that Washington has been progressively reducing its economic contacts with Libya since 1981 in protest at the country's involvement in international terrorism.

Administration officials said that while the idea of a military strike had been shelved for the moment, Mr Reagan would keep his military

options open and the Sixth Fleet would be kept on patrol off North Africa. The new strategy was adopted at a meeting between Mr Reagan and his senior advisers on Monday afternoon, they said.

Other officials said that Mr Reagan would make a strong plea for worldwide condemnation of Col Muammar Gaddafi, the Libyan leader, and support from the US' Western allies for a new economic and diplomatic offensive against Libya.

US exports to Libya totalled \$258.8m in the first 10 months of 1985, sharply up from \$164.6m in the same period of 1984, but were still a long way below the \$813.4m reached in 1981. US imports from Libya reached a peak of \$7.1bn in 1980, before the first US sanctions were introduced in 1981.

Under current US regulations, all American products destined for Libya must be cleared by the renegade Palestinian extremist Abu Nidal, the suspected

mastermind of the attacks in which 19 people were killed.

There was considerable scepticism in Washington yesterday over how much US sanctions could achieve without allied support. US imports from Libya nearly quadrupled to \$36.5m in the first 10 months of last year, but these were almost all imports of refined oil products, which Mr Reagan banned in November.

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Last year, the Milan market achieved a boom that saw the share index rise by more than 100 per cent. Mr de Benedetti himself has remarked that the arrival in the past year of new unit trusts that have poured liquidity into the market means that "you cannot stop demand, so the thing to do is create more supply."

On a nominal basis, the CIR is still bringing the company's share capital to £104.2m. CIR, which is controlled by Cofide, still controls another de Benedetti vehicle - Sabadell - which last October raised £300m.

It also emerged yesterday that Cofide, which is Mr de Benedetti's ultimate holding vehicle, has built up a 22 per cent stake in Banca Agricola Milanese, a private bank that has been the object of a hostile

takeover attempt by Banca Popolare di Vicenza. The second tranche of the CIR

operation is the offer of 40m non-voting savings shares at a price of £14,000 each (nominal value of £1,000), to raise £160m. This issue will later be linked to a £160m bond offer for Mediobanca, the Milan merchant bank.

Mr de Benedetti, who owns 68 per cent of Cofide (the Indesme group has 7 per cent and the public 25 per cent), is clearly striking while the Milan bourse is still on its bull run. He will be taking up his own rights on the new Cofide issue.

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To convince yourself of the strengths of Hyster 1-3 tonne lift trucks, just contact Barlow Handling now.

Block to quit as Reagan Agriculture Secretary

By Reginald Dale, US Editor, In Washington

MR JOHN BLOCK, one of the few remaining members of President Ronald Reagan's original cabinet, yesterday announced his resignation as US Secretary of Agriculture, with effect from the middle of next month.

Mr Block, aged 50, said that the five years in which he had held his post had been "stressful" for American farmers, but he believed that "we are starting to turn the corner."

While there have been persistent rumours that Mr Block would resign after shepherding a new five-year farm bill through Congress, the timing of yesterday's announcement came as a surprise.

Mr Nigel Lawson, the Chancellor of the Exchequer, last month made clear that he would not hesitate to raise interest rates if a weakening pound triggered his inflation objectives. But the official view yesterday

EUROPEAN NEWS

UK-French choice of Channel link nearer

BY PAUL BETTS IN PARIS

BRITAIN AND FRANCE edged a little closer to choosing a Channel fixed link scheme yesterday after talks here between Mr Nicholas Ridley, the British Transport Secretary, and Mr Jean Aurox, the French Transport Minister.

It was their first meeting since British and French assessors of the competing schemes handed in their joint

report to the two governments. The latter appear to be moving towards agreement. In any event, it was clear after yesterday's talks that there is no overt clash between the two countries.

Both Mr Ridley and Mr Aurox were reluctant to discuss in any detail their talks which lasted longer than expected. But they said they

planned to hold another meeting soon, probably in London, to see if further progress can be achieved. Mr Aurox called the meeting "very useful" and "friendly."

Mrs Margaret Thatcher and President François Mitterrand met on January 20 at Lille in northern France where they will announce the winner. There was no indication from either

minister yesterday which scheme was being favoured.

In a brief statement, the two governments said yesterday that the two ministers had welcomed the "common wish to reach rapidly the stage of signature of the Franco-British Channel tunnel and the Euro-tunnel rail and road bridge and tunnel project because both involve major French industrial and banking concerns."

Exclusive arrangement irritates Community partners

BY QUENTIN PEEL IN BRUSSELS

BRITAIN and France could come under fire from their EEC partners today and tomorrow for being too exclusive in their planning of the fixed link across the Channel. Both EEC transport commissioners are expected to dismiss the plans under consideration at their meetings this week, although the subject is not formally on any agenda.

An information paper has been drawn up by officials for the Commissioners, spelling out ways in which the EEC might be involved in the project.

Britain and France only have an obligation to consult their

Community partners once they have taken a final decision on the plan. Major EEC public sector contracts have to be advertised publicly for bidding by contractors from any member state—but the system of selecting a contractor requires to provide its own finance, seems certain to prevent open tendering in the case of the Channel link.

The European Commission itself seems unlikely to take a strong position on the question, for fear of tainting its overall enthusiasm for the project. Moreover, officials recognise that if the link had been left for EEC institutions to decide, the process could have been extended for years.

The paper prepared for the Commissioners simply spells out ways in which the EEC might be involved once the particular plan is approved. Finance could come either from the European Investment Bank—although at similar market-related interest rates to other private finance—or from the

Poland defends selective debt policy

By Christopher Robins in Warsaw and David Buchan in London

POLAND IS not to blame for favouring its Western commercial bond creditors over Western governments in reducing its \$20 billion debt, its official spokesman said yesterday.

"We want to treat the Western banks and governments equally, and if this hasn't happened, then it wasn't our fault," Mr Jerzy Urban said.

He was referring to pressure from Warsaw by Western creditor governments to give them equal treatment with the banks after Poland missed a \$550m debt interest payment to Western governments at the end of December.

By contrast, Poland has been quick to repay the banks' debt principal, in addition to interest.

A western government official responded yesterday that Poland's official creditors did not "blame" Warsaw for favouring bank creditors in the past. Banks had regularly signed rescheduling agreements, while for three years, between 1982 and 1984, the governments had refused as a political sanction.

Mr Urban said Poland has been keeping a low public profile on the subject. Thomson already has extensive contacts with US defence and electronics group, which was the first big company to announce interest in SDI last summer, has been discussing possible involvement in 15 different parts of the SDI programme.

French high-tech groups seek to win SDI contracts

BY DAVID MARCH IN PARIS

TODAY FRENCH electronics and high technology companies are stepping up efforts to win contracts under the US Strategic Defence Initiative (SDI) research programme.

Even though the French government remains opposed to the programme on strategic and political grounds several leading French companies, including a number owned by the state, now appear to be taking a more pragmatic view over the need to develop contracts with the SDI Organisation (SDIO) in Washington.

Mr Henri Matra, chairman of the state-owned Aerospatiale group, said yesterday that his company could work for the SDIO if "convergences" emerged between Aerospatiale's

transport commissioners is likely to raise the question of the link at today's Commission meeting in spelling out the likely subjects to be discussed by EEC transport ministers at their informal meeting in the Hague today and tomorrow.

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Greece's current account deficit could top \$3bn

BY ANDRIANA HERODIAKONOU IN ATHENS

GREECE'S CURRENT account deficit for 1985 is likely to top \$3bn, overtaking the most pessimistic official projections, according to Mr Dimitris Chalikias, the governor of the central bank.

The Government originally

set a target of \$1.7bn. This was abandoned last October when a special package of economic

austerity measures was

launched, including a 15 per cent devaluation of the drachma.

Under the objective

system, the farmers could

have called for increases of

up to 5 per cent in 1986.

Farmers' organisations now

expect a claim in this region

will constitute the basis of

the current year's demand for

water to compensate for lost

income.

The assurance came on the

eve of bilateral government

trade talks between Polaid and

France in Warsaw which are

being held for the first time

since 1981. France has so far

held out the promise of a mere

FFr 150m in short and medium-term trade credits.

The meeting comes in the

wake of last month's unexpected

encounter in Paris between General Wojciech Jaruzelski,

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OVERSEAS NEWS

South Korea Cabinet ministers replaced

By Steven S. Butter in Seoul

THE PRESIDENT of South Korea, Mr Chung Doo-Hwan, yesterday replaced eight ministers in his 22-man Cabinet in a major reshuffle affecting mainly economic portfolios.

Mr Kim Mahn-Je, Minister of Finance, has been appointed to the powerful position of Deputy Prime Minister in charge of economic planning, replacing Mr Shin Byong-Hyun. The Deputy Prime Minister plays a key role in formulating Korea's economic policy. Mr Kim has been a principal architect of financial liberalisation in South Korea, and his appointment is not expected to mark any great departures in policy.

The Cabinet reshuffle had been expected for many months, and may have been delayed in an effort to show continuity at a time when South Korea's economic performance has been sluggish. South Korea's GNP is thought to have grown at least 5 per cent last year, compared with an original target of 7.5 per cent. Exports last year totalled \$30.15bn, an increase of just 3.1 per cent which is Korea's second worst performance in more than 20 years, and 2.85bn short of the original target.

Mr Chung In-Young, director of the Office of Bank Supervision and Administration, has replaced Mr Kim as Minister of Finance. Mr Chung is a career government official.

Mr Choi Chang-Nak, governor of the Bank of Korea, has been appointed Minister of Energy and Resources, while Mr Chon Hak-Ze, director of the Korean Advanced Institute of Science and Technology, has been appointed Minister of Science and Technology.

Mr Park Sae-Jik, a retired general who has been Minister of Government Administration, will become the new Sports Minister. His outgoing minister, Mr Lee Young-Ho, had come under criticism over the handling of negotiations for broadcast rights for the 1988 Olympic Games. The final contract with NBC netted far less than had been originally expected, and a large deficit for the games is now expected.

Nine killed in three days of Sikh violence

At least nine people have been killed in "gun attacks" in the northern Indian state of Punjab during the past three days during a marked increase in violence by Sikh extremists. John Elliott reports from New Delhi.

The Indian Government has ordered the Punjab state government which has been run by the Sikhs Akali Dal Party since regional elections were held three months ago, to strengthen security operations against the extremists.

Pretoria steps up pressure on Botswana over ANC

BY TONY ROBINSON IN JOHANNESBURG

MR PIK BOTHA, the South African Foreign Minister, yesterday increased the pressure on Botswana to take action against ANC National Congress (ANC) guerrillas allegedly operating from its territory.

His latest statement on the border situation came after South African police announced they had killed four suspected ANC activists near East London and found a large quantity of Soviet-made arms in the vehicle he was driving.

In a broadcast on South African radio Mr Botha yesterday day warned Botswana that "if our security forces can identify their targets I am in no doubt they will not hesitate to take the necessary action as long as the Botswana Government does not take effective action to eliminate the menace."

This thinly veiled warning of a possible military strike in the aftermath of last Saturday's landmine explosion which killed two whites 3 km from the Botswanan frontier followed an official letter of protest sent to the Botswanan Government on Monday night.

The possibility of military action, similar to the lightning



Shamir set to accept Taba deal

By Tony Walker in Jerusalem

MR YITZHAK SHAMIR, Israel's Deputy Prime Minister, appears ready to accept terms for a settlement with Egypt of the vexed Taba dispute.

Mr Shamir, who is also Foreign Minister, has agreed to conclude with Mr Hosni Mubarak, the Egyptian President, a draft package of measures to resolve the Taba issue he presented to the inner Cabinet, possibly as soon as next week.

Israel's Foreign Minister was opposed to Egyptian demands that the Taba question be settled by international arbitration, insisting instead it be dealt with by conciliation.

A conciliation appears to have been struck that would allow a mix of conciliation and arbitration plus guarantees of access for the loser to Taba, a narrow strip of land on which an Israeli company has built an hotel.

Israel hung on to Taba, which measures about one square kilometre when it handed the rest of Sinai back to Egypt in 1981 under the terms of their 1979 peace treaty.

The draft package agreed by Egyptian and Israeli negotiators provides for a process of conciliation and if that fails resolution of the dispute by arbitration. Arbitration for the loser would be negotiated before the conciliation and arbitration process began.

Other elements of the package to return its ambassador to Tel Aviv, withdrawn in 1982 in protest at Israel's invasion of Lebanon, and also to the implementation of various commercial and cultural arrangements frozen for the past seven years.

An Egyptian policeman, Mr Selman Khater, 25, sentenced to life imprisonment for killing seven Israeli tourists in Sinai last October, was found hanged in a hospital yesterday, Cairo Defence Ministry officials said, Reuters reports.

Military prosecutors began immediate investigation.

UK backs Lagos on debt

BY MICHAEL HOLMAN

SIR GEOFFREY HOWE, the British Foreign Secretary, yesterday offered "all possible" assistance to Nigeria in its efforts to resolve its external debt problems in the course of a two-hour meeting in London with Prof Bolaji Akinyemi, the country's Foreign Minister.

The meeting, described by a Foreign Office spokesman, as "friendly and businesslike," will be followed up today with a further round of talks with Sir Geoffrey, Mrs Margaret Thatcher, the Prime Minister, and Mr Leon Brittan, the Trade and Industry Secretary, as well as Treasury officials.

The spokesman said that Sir Geoffrey "welcomed" and recognised the importance of Nigeria's New Year budget, and

Kurds expand area of guerrilla operations

THE ATTACK was to be launched against an Iraqi Army battalion known as Sutek, about 30 km south of the Turkish frontier. It began at about 5.00 pm, an hour before sunset and for helicopter gunships or tanks to come to the rescue.

Iraqi guards on three hilltop positions were caught lounging outside their bunkers as the initial hail of AK-47 bullets and RPG-7 anti-tank missiles began to explode around them.

In the valley below, mortar shells dropped on the base, and heavy machine-guns fire spattered parked vehicles. An ambush was laid on the tarmac road below to halt reinforcements from nearby battalions and brigade bases at Barsivay, 10 km to the west.

A pall of smoke rose above the base, and one of the shells landed alongside an Iraqi emplacement extinguishing machine-gun fire sweeping the ridge where I stood watching the assault. Throughout the day was kept in doubt as to which was the main target, the base itself or the hilltop positions. Some 30 men were deployed to attack the Iraqi posts on the adjoining ridge and it was there the main drama began to unfold.

There was an explosion, a frenetic popping of automatic weapons, and a puff of black smoke as the first report came in over the field radio that one of the partisans had been killed. Silhouetted against the skyline, a thin line of men ran towards the first position, a squat

Gwynne Roberts several times watched Kurdish guerrillas in action against government troops during his extended visit to northern Iraq. In the second of two articles he recounts one such attack and assesses its implications. His first article appeared yesterday.

bunker, and then minutes later raced on to the second.

Soon, the silhouettes moved to the third emplacement, and within 60 seconds, the defenders there had surrendered. Two Iraqi prisoners, their hands high above their heads, were visible on the horizon as the sun sank out of view.

We made our getaway as darkness fell. Hours later, as we headed towards a secure village, shells began to rain down on the ridge where we had stood during the attack, and red tracer bullets and parachute illuminating flares lit up the mountainside.

Seven Iraqis apparently died in the attack, and nine were injured. One Kurd was killed, and another wounded. The guerrillas were jubilant; soon, they said, the Iraqi base would

be forced to withdraw. Its position was too vulnerable.

Compared with the major set-pieces in the Gulf war, such operations are, of course, minor. Yet their cumulative impact is substantial. With their forces stretched to cover the front with Iran, the Iraqis have been forced to conduct a holding operation in Kurdistan, and seem powerless to stem the Kurdish advance.

So far, the Iraqis have managed to retain a firm grip on the major towns and roads of Kurdistan during the day; at night, however, their control is far more tenuous.

The Kurdish forces operate with apparent impunity within a few kilometres of many towns along the main highways. The guerrillas openly visit villages in daylight which are within sight of the roads and nearby Army posts.

Inside the towns, Kurdish clandestine units appear to be proliferating. They provide food and refuge for strike units, are a source of intelligence, weapons and even explosives, and involved in kidnappings, among other activities. Often those involved in Government jobs and, superficially at least, are beyond reproach. They function as a fifth column, and if caught, face immediate execution.

Even Kurdish areas close to the Turkish border, lands designated free-fire zones in 1976, have been repopulated. These communities now provide solid backing to the guerrillas who receive food, shelter and even military support in the form of armed militias.

The Government, however, has taken a harsh line on public services in these "sensitive" areas. Outside the town, medi-

cal clinics have been closed, along with around 800 village schools. Children from the countryside are refused access to education in the main urban centres. The guerrillas are ill-equipped to provide their own teachers as they did in 1974-75.

The Kurds' main success has come on the battlefield. In the mid-seventies, they became involved in a head-on confrontation with the Iraqi Army, and with a force of more than 100,000 men were forced to defend largely static fronts.

The guerrillas now concentrate on guerrilla warfare, and have rejected Iranian attempts to involve them in massed frontal attacks.

One consequence is that the Kurds measure their fatal casualties since the Gulf war in the hundreds—not hundreds of thousands. They provide Iran with scouts and vital field intelligence.

Kurdish territorial gains have been far greater than those of the Iranians, who secured three footholds in Iraqi Kurdistan in 1983. But over the next 12 months, this will almost certainly change.

The Kurds will by then have cut a road half way across Kurdistan and military supplies will take days, as we were recently remote bases. These communities now provide solid backing to the guerrillas who receive food, shelter and even military support in the form of armed militias.

The Government, however, has taken a harsh line on public services in these "sensitive" areas. Outside the town, medi-

Philippine officers to fight poll fraud

By Samuel Senorin in Manila

DISSATISFIED officers in the Philippines' armed forces yesterday launched an unprecedented campaign to ensure a free and fair presidential election on February 7.

The officers, who come from the so-called Reformist Movement within the armed forces, said they would conduct a nationwide information drive against fraud and coercion. They warned that fraud would lead to widespread violence.

Their announcement was made days after presidential candidate Mrs Corazon Aquino pledged to rearm the armed forces and retire "overstaying" generals if she assumed power.

A number of officers in the Reformist Movement in line for promotion to general, can not move up because President Ferdinand Marcos, who is Commander-in-Chief, has retained generals who are past retirement age.

The Reformist Movement sought the retirement of about 27 generals when it started last year during Armed Forces Chief General Fabian Ver's trial for the murder of opposition leader Mr Benigno Aquino.

General Ver, who is past retirement, was acquitted last month.

A walk round our Ryton plant in Coventry will soon give them the answer.

Since 1981, productivity at Ryton has increased by over 50%. How many other car manufacturers in Britain can equal that?

The same is true for quality. Over the last four years the standard of cars built at Ryton has improved to the point where now they regularly top the European quality league for the Peugeot Group.

So our decision to invest and build our new family hatchback, the Peugeot 309, in Britain wasn't just an easy one, it was an obvious one.

BETTER PEOPLE BUILD BETTER CARS.

Improvements like these in productivity and quality don't just happen. It's not simply a case of investing in better machinery and watching better cars roll off the assembly line. Everyone in the



company, at every level, is determined to build more and better cars.

Fine words, but the evidence is there to back them up.

Our increased productivity is a matter of record. Our concern for quality can be seen in the new test track we've built at Ryton.

Every single car is carefully tested before it leaves the plant. No other volume car manufacturer in Britain is prepared to do that.

And finally because we do all work together as a team, production losses caused by industrial action have almost disappeared.

WHAT'S THE FUTURE FOR PEUGEOT CARS IN BRITAIN?

The new Peugeot 309 is just the start. The Peugeot Group, one of Europe's largest car manufacturers, has the plans and the resources to build on the successes of the Ryton plant and make Britain a key base for building a whole range of future Peugeot models.

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Anyone who asks why the new Peugeot is being made in Britain should be sent to Coventry.



AMERICAN NEWS

Volcker under pressure to drop junk bond curbs

BY WILLIAM HALL IN NEW YORK

MR PAUL VOLCKER, chairman of the US Federal Reserve Board, will face fierce pressure to drop his plans to curb the use of so-called junk bonds, high yield securities that are not rated investment grade by the credit rating agencies, at a key meeting of the Federal Reserve Board in Washington today.

The Federal Reserve Board proposal to apply its regulation C margin requirement rule to debt securities issued in takeovers has been roundly criticised by the US Administration and landed Mr Volcker with one of the toughest fights in his career at the top of America's central bank.

The proposals, which are designed to limit the amount of junk bonds which can be issued to 50 per cent of the purchase price in a takeover bid, reflect the Fed's concern about the recent surge in the use of debt by corporate raiders to finance increasingly aggressive bids.

Many leading US companies, politicians and organisations such as the business Round Table have come out in support of the Fed's proposals. They argue that junk bond financing is contributing to the "over-leveraging" of American companies and forcing managers to concentrate on producing short-term profits at the expense of longer-term objectives. Indeed, over half of the comments received by the Fed since it first announced its plans five weeks ago have supported Mr Volcker's stand.

However, the proposals have come under heavy fire from both Wall Street investment bankers and the US Administration, which is concerned that the Fed's plans run counter to its belief in the operation of free markets. The Department of Justice says that it has "serious legal and policy reservations" about the Fed's proposed actions and various other US government bodies ranging from the Council of Economic Advisors and the Securities and Exchange Commission to the US Treasury, have also condemned the Fed's plans.

Mr Volcker, who faces opposition from some of his colleagues on the Federal Reserve Board, had hoped that the pro-



Volcker: tough fight

posals would be in place by the end of 1985 but, because of the fierce opposition, the period available for comment was extended.

The Fed plans to take final action at today's board meeting and on Wall Street there is considerable uncertainty about the outcome of the meeting, which will have a major impact on both the future course of take-over activity in the US and on Mr Volcker's credibility in the financial markets. The controversy has bruised his reputation as one of Washington's most skilled political manoeuvrers.

The Fed Board's deliberations will be closely watched by those observers of Washington's political scene who have noted that Mr Volcker has stumbled politically by precipitately injecting the Fed into the ideological minefield of government regulation of mergers, reportedly in the face of warnings from some top officials that he could expect strong challenge to his stance from the Reagan Administration.

The Federal Reserve has stressed that its plans are limited in scope and argues that its opponents have overreacted. It plans to apply its margin requirements to one specific class of transaction. It says that it is only going to apply margin requirements where a "shell" company would have substantially no assets other than the margin stock of the company to be acquired.

Stewart Fleming explains why commercial bankers are worried about losing the IMF's protection

World Bank role under Baker plan stirs controversy

THREE MONTHS of debate about how best to integrate the World Bank, the Washington-based Government-owned development bank, into the struggle to cope with the Third World debt problem have convinced commercial bankers and monetary officials that the task they face is not an easy one.

"It is in the beginning of a relationship. We have got to think it through very carefully," remarked a senior US commercial banker. "The banks are going to have to get involved in a process, maybe a process," said one official at the World Bank.

Since 1982, the International Monetary Fund has been ringmaster in operating debt strategy, but the World Bank is now to join it on centre stage.

Under the revised strategy for dealing with the debt problem launched by US Treasury Secretary, Mr James Baker, in South Korea last October, commercial banks would lend an additional \$200m to some 15 developing countries over the 1986-88 period. This is not a large sum in comparison with current loans outstanding, but an increase which would reverse the decline in bank lending of the past two years.

The World Bank (and other development banks) would be called upon to boost their lending by some \$9bn to \$27bn over

the same period and to help developing countries put in place economic policy reforms aimed at boosting longer-term growth.

The new initiative got off to a slow start and the political momentum behind it seems to have eroded. Monday's top-level meeting of leading commercial banks and IMF and World Bank officials in Washington may have reversed that trend, helped by specula-

'Individual cases will determine how we work together. It will not be an easy process'

tion that Ecuador might soon become the first country to agree a "Baker Plan" lending package.

But some senior bankers are warning that initial hopes that cooperation guidelines could be agreed between the World Bank, the commercial banks and the IMF under the Baker initiative are having to be set aside. "We are getting to the point where individual cases will determine how we work together," says one top banker.

At the heart of the problem

is the contrasting rules governing the World Bank and IMF approaches, their different time scales and methods of operating and, crucially, the different ways in which they are financed, in particular the dependence of the World Bank on international capital markets.

These distinctions are being reflected in demands from bankers for a bigger proportion of World Bank guarantees to back their lending. The IMF has already provided guarantees to several countries, including legalistic cross-default clauses which the World Bank and the commercial banks are lending together.

Some banks big and small are demanding that if they are forced to accept rescheduling of loans because a borrower cannot meet the original terms then World Bank loans should suffer the same fate.

It is easy to see why the commercial banks want what one official described as a "World Bank-style blanket wrapped around them". There are the risks of entering a new phase of the debt problem which looks very different from the IMF-managed stage of the debt crisis between 1982 and 1985.

The IMF maintains stoutly that it is interested in promoting economic growth by engineering a rapid transforma-

tion of the current accounts of its developing country clients, over two or three years. The commercial banks could readily identify with this goal since it promises to improve quickly the prospects of their debts being fully and promptly serviced.

The IMF's relatively short time-scale, rapid decision-making processes and, superficially at least, easily-monitored macroeconomic conditions attached to its loans make the relationship between the IMF and the banks that much easier.

This relationship is now however being fundamentally changed. The World Bank's time-scale for achieving structural changes to promote long-term economic development is not three years but 10 or 15. The conditions it attaches to its lending are both more complex and often unquantifiable than those of the IMF.

The pace of decision-making, availability of resources of funds at the World Bank is often much slower, and because it is not usually acting against a crisis background, its influence over the governments it deals with is diminished. The relationship is more long-term and advisory, and the programmes are more long-term and necessarily make available financial resources which can

be used quickly to service bank debts.

The concern among commercial bankers is thus easy to understand. Peru, they say, is an example of the dilemma they could face. The country is in effect not fully servicing its debts to commercial banks, but is still making normal payments to the World Bank and is still receiving funds under previously agreed World Bank lending programmes.

Equal treatment on loan rescheduling would undermine World Bank programmes'

a good or a bad thing?" one commercial banker asks.

Under IMF programmes, as the Fund is of compliance with Fund programme halts IMF lending and also triggers an end to commercial bank loans.

To demands for wide-ranging World Bank guarantees for new commercial bank loans, World Bank officials retort that such a change would effectively make them World Bank not commercial banks loans. As for pressure for "pari passo" (equal)

treatment under which two joint World Bank and commercial bank loan should both be rescheduled if they run into difficulties, the World Bank says that such a concession would undermine its role.

It would raise its cost of funds on the international capital markets and could even jeopardise its access to the markets. Moreover, the more the World Bank becomes a mirror image of private sector lenders, it is in partnership with the less is the incentive of debtor countries to borrow from it and implement the policies it recommends.

Some commercial bankers, recognising the added complexity of getting the World Bank to play a bigger role in the debt problem, argue that issues such as the scope and nature of national and cross-debt clauses and the status of the World Bank as a preferred creditor may have to be fudged to create flexibility.

World Bank officials argue, as the IMF has done, that it is the quality of the bank's lending programmes which provide the real guarantee that the bankers' money will be wisely used. But, they concede, the world Bank may have to be more explicit in future about when, how and why it is suspending or delaying disbursements on a particular loan.

IMF set to back \$300m Mexican quake relief loan

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT

THE International Monetary Fund is set to approve formally a \$300m (£210m) earthquake relief loan for Mexico when its executive board meets on Friday.

Proceeds of the loan would go towards rebuilding the centre of Mexico City and other areas that were devastated by two earthquakes late last summer.

The IMF said at the time of its annual meeting in Seoul last October that it would look favourably on the loan. However, the \$300m credit is not regarded as a key deal for Mexico that will unleash the resources needed to help Mexico with its \$86bn debt problem.

It is still unclear when Mexico will sign the loan agreement with the IMF and the US pressure on its standby facilities on terms of its standing facilities. The IMF hopes that the earthquake relief loan may smooth the political ground for the difficult economic policy decisions the standby involves.

For this, Mexico still has to agree on a separate \$900m standby credit from the IMF that will involve stringent economic conditions. Officials

hope that the 1986 budget which provides the zero growth this year will meet IMF objectives in regard, but Mexico is still under pressure to realign its exchange rate and take steps to ward against capital flight.

The earthquake loan follows hard on the heels of the meeting last weekend between President Ronald Reagan and Miguel de la Madrid of Mexico, but IMF approval of the deal is coincidental and not part of a response to US pressure following the presidential meeting for it to help Mexico with its \$86bn debt problem.

It is still unclear when Mexico and the IMF will agree on terms of its standby facilities. The IMF hopes that the earthquake relief loan may smooth the political ground for the difficult economic policy decisions the standby involves.

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...FOR BETTER FOR WORSE, FOR RICHER FOR POORER, IN SICKNESS • AND • IN HEALTH...

That's some promise! And on the day you make it, you probably aren't worrying about the negatives. You are going to be better, richer and healthy for the rest of your lives.

In any case, you have to look on the bright side. There's no point in worrying, is there!

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That's where we come in. We can't make illness a pleasure, but we can take a lot of the worry out of it.

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Health First doesn't replace the NHS it works alongside it, taking the waiting and the worrying away. Making sure that you and yours have the best possible treatment at the earliest opportunity. Making sure you get better in comfort without the family or the family-savings suffering.

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TO SHOW YOU CARE

UK NEWS

Sedgemore threatens more City disclosures

By Kevin Brown

MR BRIAN SEDGEMORE, MP, the leading Labour Party campaigner against alleged City of London fraud, yesterday threatened a series of new disclosures about the activities of Conservative MPs and senior figures at the Lloyd's insurance market.

Mr Sedgemore, who waged a long parliamentary battle last year for an inquiry into the collapse of Johnson Matthey Bankers, said the Government would be "shocked and embarrassed" by the new allegations.

He said City fraud would be one of the major political issues in 1986 because Labour's frontbench spokesmen had "woken up" to the electoral gains to be made.

A campaign against fraud was bound to damage the Conservative Party because "it's their people who are involved," he told a meeting of members of the insurance market.

Mr Sedgemore, a barrister and the MP for the London constituency of Hackney South and Shoreditch, said the institution in which "financial skulduggery" was most likely to survive in 1986 was Lloyd's. Parliament and the public had lost confidence in the ability of Lloyd's to control itself, he said.

The majority of Lloyd's "names" (members) were honest, but the institution lacked credibility and integrity, he claimed. Enormous pressure would be brought to bear in Parliament for Lloyd's to be brought within the ambit of the Financial Services Bill, which is intended to set up a new framework for the City.

Mr Sedgemore said political pressure on the Government over fraud would increase in the coming weeks as a result of an examination of the "grotesque activities" of Conservative MPs "in relation to certain happenings at Lloyd's."

Pressure would also be brought to bear on who, he alleged, figures at Lloyd's "are prepared to discriminate against names who wish to exercise their rights under the laws of England to take legal action against syndicates which they believe have defrauded them."

Mr Sedgemore said: "Neither Parliament nor the public can tolerate cynical behaviour which strikes at the root of democratic processes."

He claimed that there were also people at Lloyd's who were likely to be exposed for putting pressure on firms of solicitors not to act for those who wished to take legal action against syndicates which they believed had defrauded them.

The Prime Minister, he said, also had much to fear as the person who appointed Mr Robin Leigh-Pemberton as Governor of the Bank of England in the face of intense criticism. There would be renewed pressure for an inquiry into the Bank of England's shameful incompetence before and after the collapse of JMB.

Mr Sedgemore has made a number of allegations against named individuals in the City in the last few months during the course of proceedings in the House of Commons, where MPs are protected by parliamentary privilege.

The ruling council of Lloyd's is to consider on Monday the application of Mr Ian Postgate, once a leading insurance underwriter in the market, to return to Lloyd's, John Moore writes.

Mr Postgate has been suspended from the market since last July when he was disciplined.

Stock Exchange plans tighter surveillance

BY JOHN MOORE, CITY CORRESPONDENT

THE STOCK EXCHANGE is strengthening its surveillance department in preparation for the forthcoming structural and regulatory changes in London's financial markets.

It is proposed that the staffing of the surveillance department - responsible for identifying possible abuses or breaches of exchange procedures among member firms - will be increased substantially to detect any irregularities. At present there are 26 inspectors responsible for monitoring brokers and markets and these are expected to be increased to 40.

Exchange officials plan to strengthen the resources allocated to investigations. The inspectorate, which reports on the financial state of the 200-plus firms, is grouped in

to five teams. The number of teams is to be expanded to eight, but the exchange envisages that the individual number of securities groups that each team follows will shrink once the full structural changes are implemented in the exchange in October.

Individual teams will be expected to track the affairs of between 20 and 25 firms instead of the 40 firms which each team at present watches as the number of securities businesses contract in the wake of mergers.

The move is designed to take into account the increasing complexity of the securities businesses now being created. New financial conglomerates are being formed which will carry out both stockbroking and stockjobbing functions.

At present the surveillance department carries out twice-yearly visits of all the market's securities firms in an effort to identify possible troubles. Financial records of the securities firms are scrutinised by an inspector from the department in an effort to identify any possible trouble.

Most of the exchange's disciplinary actions in recent years have so far been taken as a result of findings of the inspectors, rather than from outside complaints.

The stock exchange also expects that the new financial services legislation will allow the Department of Trade and Industry to appoint inspectors from exchange staff as official inspectors, with delegated powers to investigate cases of so-called "insider dealing."

Hint of jobs and pay accord

BY PHILIP BASSETT, LABOUR CORRESPONDENT

THE GOVERNMENT and the Trades Union Congress (TUC) may be in agreement to some extent on the vexed issue of the relationship between pay and demand, according to a confidential paper to be considered by today's meeting of the National Economic Development Council (NEDC).

The document, prepared by Mr John Cassells, director-general of the NEDC's secretariat, also suggests that companies' current capital stock may be insufficient to provide for future employment.

The Government has been insisting for some time on the relevance of pay to jobs, and in a note to the council today Mr Cassells says that

this is no longer denied by any of the council's main groups - government, industry or the unions.

The TUC is, however, likely to object today to the interpretation that its position and the Government's may contain a measure of agreement. Given that the two sides were not discussing the question at all a year ago, any measure of agreement, no matter how small, might be significant.

Mr Nigel Lawson, the Chancellor of the Exchequer, believes that the Government's medium-term financial strategy is a guarantee against a deficiency of normal demand as much as against an excess - so a slower growth in pay rises would

permit higher real demand and more output.

The TUC believes that if wage claims are to become more moderate, there must be a balance between demand and what it sees as fair pay. Mr Cassells says: "These views do not seem wholly incompatible, and, given the issue at stake, perhaps merit further discussion."

He suggests, too, that there may

be scope for bringing investment planning and the interests of the unemployed, more directly into pay bargaining. He says: "The unemployed do not sit at the bargaining table and so far little recognition of their interests has been shown by those who do."

Bus group managers seek buy-outs

BY ANDREW FISHER, TRANSPORT CORRESPONDENT

MANAGERS of about 20 subsidiaries of National Bus Company (NBC) have said they are keen to launch buy-out schemes quickly in response to the controversial proposal of Mr Nicholas Ridley, Transport Secretary, that NBC be split up for privatisation.

Under government policy each of the 60 NBC subsidiaries will be sold separately, with a preference for management or employee buy-outs.

This contrasts with the previous belief within NBC, its financial advisers, and the City of London, that the company would be sold in the private sector as one group, or in several large units, to raise about £20m. NBC accounts for about a

multiple buy-outs financed through loans. The NBC privatisation comes as the whole bus industry is set for deregulation by October.

Members of the NBC board are known to be disturbed at the method chosen by Mr Ridley for privatisation. One scheme worked on earlier by Barclays Merchant Bank, NBC's adviser, was a management and employee buy-out on the lines of the National Freight Consortium.

Mr Ridley stated clearly to NBC managers last month, however, that outside bids would be invited, "you already have a head start." He said: "You have the prospect, together with your staff, of running your own companies."

Apart from the founding directors, the shareholders in the new company are National Westminster Trust, Witton Investment Company, Murray Ventures, Charnwood Development and Framlington Capital.

The investors are together putting up £2m for the first-round financing for the newspaper, due to be launched in October. Second-round financing of between £15m and £16m in equity and loan stock will begin soon.

Canon will not renew football sponsorship

BY NICK BUNKER

CANON (UK) has decided not to renew its three-year-old sponsorship of the Football League championship at the end of this season.

The British subsidiary of the Japanese camera and electronic equipment company has spent £3.2m on support for the championship since becoming its first commercial sponsor in May 1983.

Canon said yesterday that it had taken the decision to cease the arrangement as part of a shift towards more precise targeting of its promotional activity in Britain.

Involvement with soccer had succeeded in making Canon a household name to 80 per cent of British consumers, the company said. In return for its money - largely distributed in prizes to competing clubs - Canon was given advertising space at football grounds and in match programmes, and the championship was renamed the Canon League.

Both parties to the sponsorship deal were eager yesterday to play down suggestions that Canon's withdrawal was prompted by last year's football crowd violence and

deliberations preceded its announcement - said that crowd violence and the lack of television exposure had played a small part in its decision.

There has been speculation that Canon would move into sponsorship of another major sport, but the company said that this was "not high on its calendar."

With eight months to go before the start of the next soccer season, the Football League is not expected to face much difficulty in gaining another sponsor. There have been approaches from several other organisations, the League said.

Otherwise the directors will have committed an offence and may be prosecuted.

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A reminder

Company accounts for the period ending 31 March 1985 should reach the Registrar of Companies by 31 January 1986

This applies to any private company incorporated before 1 October 1984 which has an accounting reference date of 31 March unless it has an extension of time for delivery under section 242 of the Companies Act 1985.

Otherwise the directors will have committed an offence and may be prosecuted.

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Imported commercial vehicles achieve record annual sales

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

A RECORD number of imported commercial vehicles were sold in the UK last year and the total passed 100,000 for the first time.

Two companies in particular contributed to the trend. Daimler-Benz (D-B), the Mercedes group of West Germany, increased its penetration of the heavy truck sector to the extent that it overtook Bedford, General Motors' British subsidiary, to win third place in the manufacturer league table after Ford and Leyland, the state-owned BL offshoot.

D-B also made strong progress with its medium and heavy vans. But Renault of France made the most dramatic inroads in that sector, brushing past Volkswagen, which had been the leading importer for many years.

According to the Society of Motor Manufacturers and Traders, total registrations of commercial vehicles last year improved by 7.9 per cent to 105,113, so the importers' share was up from 4.6 per cent to 5.5 per cent.

Imports of vehicle sales rose by 7.9 per cent to 105,113, so the importers' share was up from 4.6 per cent to 5.5 per cent.

Registrations of medium and heavy vans rose by 4.84 per cent from the 1984 level to 121,202 last year and the importers' share was up from 4.21 per cent to 5.15 per cent of the heavy truck sector.

Registrations of medium and heavy vans jumped by an extra 4.21 per cent to 13,945 vehicles in 1985, so the importers' share was up from 4.1 per cent to 4.595 per cent.

Sector leader Ford lost ground because it is well known that its best-selling Transit van is shortly to be replaced.

Total commercial vehicle sales remained flat to make headway and sales of its Sherpa van increased by more than 15 per cent.

Light van sales rose by 11.26 per cent to 93,868 and the importers' share was up from 27.39 to 27.77 per cent. Light four-wheel-drive commercial vehicles showed a 4.2 per cent increase to 13,565 of which imports accounted for 50 per cent against 47 per cent in 1984.

Five market-makers leave Bisgood group

BY JOHN MOORE, CITY CORRESPONDENT

FIVE market-makers at County Bisgood, the stockjobbing group that is merging with National Westminster Bank, are leaving to join Phillips & Drew, the stockbroker, in the latest series of personnel upheavals in London's financial community.

Those who are leaving are the first important defections since County Bisgood (formerly known as Bisgood Bishop) forged its link with National Westminster nearly two years ago.

The five who are leaving are led by Mr Richard Hine, one of 13 executive directors of County Bisgood. The others who are moving to Phillips & Drew are: Mr John Lynch, Mr Timothy Grace, Mr David Marshall, and Mr Colin Grimwood. Mr Hine and Mr Lynch are to become directors of Phillips & Drew (Trading), while the other three are to be senior market-makers.

Mr Ed Puxley, chairman of County Bisgood, said yesterday, "It is not surprising that a director has been involved in the departure." National Westminster's link with County Bisgood valued the firm at £18.64m, when

Phillips & Drew recruited a market-maker from stockjobber Fincham Denny in an effort to develop its market-making activities.

Mr Puxley declined to detail the financial remuneration that the five would be receiving, but said that the packages offered were "competitive".

Mr Bryce Cottrell, chairman of Phillips & Drew, which is merging with the Union Bank of Switzerland, said yesterday that the five would form the nucleus of its plans for developing market-making in domestic equities in the UK, with its interests in Edwards, Jones & Wilcox, which it acquired in September last year. Phillips & Drew has recruited a market-maker from stockjobber Fincham Denny in an effort to develop its market-making activities.

Mr Cottrell agreed to the intervention of Ascas, the conciliation service, in the 11-month-old pay dispute in England and Wales. After meeting both sides Ascas officials will decide whether there is scope for full conciliation.

Balancing creativity with certainty

JUDGES WITH A promise of greatness are so rare that one does not know whether to rejoice over the appointment of the present Lord Justices Ackner, Goff and Oliver to the Judicial Committee of the House of Lords or rather regret that the Court of Appeal will be deprived of their services.

They are replacing Lords Scarman and Reid, who are retiring, and Lord Diplock, who died last year. In their turn, they will be replaced on the Court of Appeal by Mr Justice Nichols, Mr Justice Stocker and Mr Justice Woolf.

At the back of such hesitation is, of course, the uncertainty about the relative importance of the two courts. For the overwhelming bulk of litigation, the Court of Appeal is the more important. Its case load runs into thousands. It is on the spot, able to review a morning judgment in the afternoon of the same day, if urgency or political importance demands such swift treatment. It creates precedential decisions binding on lower courts and, regrettably, also on itself. It is the workhorse of the English legal system. One could not do without it.

The House of Lords, by contrast, deals with not more than 100-150 cases each year. It is supreme in that it can overrule not only all inferior courts but also its own previous decisions. That should enable it to be creative and innovative. One could expect the Law Lords to be above the minutiae of arcane jurisprudence and to put human and business reality first with a robust gusto and creativity for which Lords Reid, Denning, Diplock and Scarman provided a model. Unless the Law Lords are consistently creative in that way, one could do

without them and leave the updating of law to Parliament.

Measured by that yardstick, the new appointments to the House of Lords inspire certain hope without allaying all doubts about the future of this supreme tribunal. The three new Law Lords are jurists of such accomplishment that they can well afford to leave the technicalities behind them and apply their minds to the underlying issues.

Lord Justice Oliver has clearly demonstrated in his report on the reorganisation of the Chancery Division that he has the necessary courage. The House of Lords has been increasingly concerned with the methods of the inferior courts and their simplification and acceleration. One would hope that Lord Oliver will be able to contribute outstandingly in that field.

Throughout his legal career, as counsel and as judge, Lord Justice Ackner has had ample opportunity to show that he has the courage of his convictions. He supported Lord Denning in some of his more politically sensitive innovations, but he did not hesitate to pull him back when he felt that the expansion of Mareva jurisdiction threatened to create havoc with the insolvency law.

In a recent judgment (in *Atakmon v. Inter-Continental Hotels*) he dissented from the majority

Maxwell to reduce cable TV marketing

MR ROBERT MAXWELL, proprietor of British Cable Service, is to reduce his commitment to cable television in 24 of the 40 towns where he owns a cable network, Raymond Sneddy writes.

The decision

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UK NEWS

WEAK OIL PRICES OVERHANG BUDGET STRATEGY TALKS

Ministers assess scope for tax cuts

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT

MR NIGEL LAWSON, Chancellor of the Exchequer, and other Treasury ministers are assessing the impact of falling oil prices on the scope for tax cuts in his March budget.

In two days of talks this weekend the ministers will also review next year's public borrowing plans and how the remaining room for tax cuts should be allocated.

Treasury officials insist that no firm decisions will be taken at the meeting but with the budget expected in early March the talks will provide the framework for the more detailed planning over the next two months.

Other measures likely to be discussed include whether to abolish the remaining stamp duty on share transactions. The duty was reduced from 2 to 1 per cent in the 1984 budget. A recent Bank of England report underlined the beneficial impact on private share ownership.

The backdrop to the meeting is not the most auspicious. Concern over a further weakening in oil prices has pushed sterling down to record lows against the D-Marks and provoked concern in financial markets about a possible rise in interest rates.

The drop in expected revenues from the North Sea has also significantly reduced the scope for possible tax cuts.

The Government's medium-term strategy envisaged tax cuts of £3.5bn this year, but many City of London analysts believe that that figure has already been reduced to less than £2bn. Ministers will also have to consider whether the envisaged borrowing target of £7.5bn for 1986-87 should be reduced to take account of its increased privatisation programme.

Mr Lawson's advisers appear to believe that there is a strong case for lower borrowing to offset an extra £2.5bn of asset sales but there is also a countervailing argument that

borrowing might be increased to take account of lower oil revenues. Officials in Whitehall insist that no decision has yet been made on whether the available cash should be used to raise the thresholds at which income tax becomes payable, to cut the basic rate from the present 30 per cent.

• The Treasury is planning to publish its public spending White Paper (policy document) on January 15. It will show the same overall spending limits as shown in last November's Autumn Statement, but will include for the first time detailed limits for departments' running costs.

Tobacco curbs pledged

BY KEVIN BROWN

A FUTURE Labour government would ban sponsorship of sporting events by tobacco companies and all advertising of tobacco products except at the point of sale, Mr Frank Dobson, the opposition spokesman on health, said yesterday.

Mr Dobson, speaking at a conference on the politics of tobacco organised by the British Medical Association, said the Government was inhibited by commercial pressures from acting against an epidemic which was killing 100,000 people a year.

He said it was inconsistent of the Sports Council and the governing bodies of individual sports to link sporting exercise and health in pursuit of public subsidies while also seeking sponsorship by tobacco companies.

"As there seems little prospect of them acting responsibly and consistently, the next Labour government will prohibit the sponsorship of sporting events by tobacco companies," he said.

Mr Dobson said that in the meantime the BBC should stop televising sporting events sponsored by tobacco companies. He said it was hypocritical for the corporation to oppose advertising on BBC television while providing the cigarette companies with hundreds of hours of free publicity in the guise of snooker and cricket coverage.

The MP said a ban on tobacco advertising except at the point of sale was essential to prevent advertisers from appealing to young people.

"Tobacco has no future unless it can capture new, young smokers. After all, it is killing 100,000 of its existing market each year. It has to recruit young people just to stand still. Whatever the tobacco promoters may say in public, their advertising is aimed at getting new smokers," he said.

Mr Dobson said the Government should strengthen the health warning on tobacco products.

UK leads opposition to draft directive on parental leave

BY JOHN LLOYD, INDUSTRIAL EDITOR

THE ISSUE of statutory time off for parental and family reasons is, of all the draft directives now being prepared in the European Commission, the one most likely to come up for decision during the next six months of the Dutch presidency of the EEC.

Last month, Mr Kenneth Clarke, the UK Paymaster General, left his fellow EEC employment ministers in no doubt that the UK Government was strongly against any such provision. He and his colleagues might have to repeat their opposition in the months ahead.

The draft directive has now completed all of its drafting and technical stages and awaits only political decisions.

It grants leave to all parents, to be taken before the child reaches the age of two. It stipulates a minimum three-month leave period per employee per child, thus giving a couple six months in all (they are not allowed to take simultaneous leave). It lays down that where allowances are paid they should be made from public funds.

Some of the leave provisions in the main EEC member states, including that of the present EEC presidency holder, are shown in the table. In all cases, collective agreements can supplement the statutory rights. In the UK, where no rights exist in law, employees are often in practice able to take substantial leave for parental or other family reasons. A man or woman can take up to five days off a year

TIME OFF FOR PARENTS IN EEC

France: Leave guaranteed by law. It can be taken either as unpaid leave or half-time leave up to a maximum of two years. It applies to public and private sectors but companies with fewer than 100 employees can refuse on certain conditions. Time off for family reasons is guaranteed after three months' service.

Each worker is entitled to two days off for the death of a spouse or child; one day off for death of parent or sibling; one day off for wedding of son/daughter; four days off for own wedding.

West Germany: No statutory rights in private sector, but public sector allows three years of unpaid leave. Article 616 of the Civil Code allows workers leave for "insubstantial periods of time" for family reasons. A man or woman can take up to five days off a year

Netherlands: No statutory rights to parental leave but Civil Code allows one day's paid leave for family obligations, two days for the birth of a child and four days for a family death.

UK: No statutory rights to parental leave or leave for any family reason, but most agreements allow special leave and it is granted at managerial discretion.

Source: European Industrial Relations Review

agreement or by managerial discretion.

The variation is substantial – although in recent years the Mediterranean countries have been following the trend by introducing statutory requirements either by a collective

If implemented – and other countries besides the UK have doubts, although none has expressed them so forcefully – the directive would force the UK, Ireland and the Netherlands to change current practice substantially.

Thatcher holds crime seminar

BY KEVIN BROWN

MORE THAN 50 leading public figures will meet in London today for a seminar chaired by Mrs Margaret Thatcher, the Prime Minister, as part of a government campaign against crime.

The seminar is intended to explore new ways of tackling violence, burglary, crime in the work place, and theft from vehicles. A separate session on drug abuse is to be held next week.

In a statement yesterday Mrs Thatcher said the Government had already strengthened the law and the criminal justice system and would not hesitate to take whatever further action was required.

She said the Public Order Bill, which will have its second reading in the House of Commons on Monday, reflected the Government's determination to see that crime did not pay, but the court and police required the close co-operation of the community.

Mrs Thatcher is expected to be joined at the seminar at her Downing Street residence by five Cabinet ministers, including Mr Douglas Hurd, the Home Secretary.

Other participants will include Sir Terence Beckett, director general of the Confederation of British Industry (CBI), Mr Norman Willis, general secretary of the Trades Union Congress (TUC), Sir Kenneth Newman, the Metropolitan Police Commissioner, and the chairman of the local government associations.

• The Government would make a statement in the House of Commons next week on Lord Roskill's report on the use of jury trials in fraud cases, which is expected to be published on Friday. Mr Hurd said yesterday.

DEC plans to employ 900 extra workers

By Jason Crisp

DIGITAL Equipment (DEC), the world's second largest computer company, said yesterday it expected to create 900 jobs in the UK this year, including 400 at its Scottish microchip plant announced last August.

The new jobs were announced as Mr Leon Brittan, Trade and Industry Secretary, officially opened DEC's £35m research and development centre in Reading, Berkshire.

The company said it was to spend £22m on a distribution and warehouse network in the UK.

DEC employs 4,800 people in the UK, Mr Geoff Shinglee, managing director of DEC UK, said yesterday. "We have found Britain is an excellent base from the viewpoint of skills, inventiveness and technical expertise. That is why we have invested heavily here and this new centre reaffirms our presence."

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NOTICE IS HEREBY GIVEN that, pursuant to the provisions of Paragraph 4(b) of the described Notes and Section 6 of the Fiscal and Paying Agent Agreement dated as of April 28, 1982 between Societe Nationale des Chemins de Fer Francais and Morgan Guaranty Trust Company of New York, Fiscal and Paying Agent, Societe Nationale des Chemins de Fer Francais intends to redeem on January 30, 1986 all of its Floating Rate Notes due 1988 at a redemption price of 100% of the principal amount thereof.

Payment will be made in U.S. dollars on and after January 30, 1986 upon presentation and surrender of the above Notes with coupons due April, 1986 and subsequent coupons attached, subject to applicable laws and regulations, either (a) at the office of the Fiscal and Paying Agent in New York, (b) at the branch office of the Governor, The Company, London, Brussels, Frankfurt am Main and Paris, the main office of Swiss Bank Corporation in Zürich, the main office of Morgan Bank Nederland N.V. in Amsterdam and the main office of Kredietbank S.A. Luxembourg in Luxembourg. Payments at the office of any paying agent outside of the United States will be made by check drawn on, or transfer to a United States dollar account with a bank in the Borough of Manhattan, City and State of New York. Any payments made by transfer to an account maintained by the payee with a bank in the United States may be subject to reporting to the United States Internal Revenue Service (IRS) and to backup withholding at a rate of 29%. If payment is recognized as exempt from such reporting, the payee must attach an executed IRS Form W-8, certifying under penalties of perjury that the payee is not a United States person or an executed IRS Form W-9, certifying under penalties of perjury the payee's taxpayer identification number (employer identification number or social security number, as appropriate). Those holders who are required to provide their correct taxpayer identification number on Internal Revenue Service Form W-9 and who fail to do so may also be subject to a penalty of \$50. Please therefore provide the appropriate certification when presenting your securities for payment.

Notes surrendered for payment should have attached all unmatured coupons appertaining thereto. Coupons due January, 1986 should be detached and collected in the usual manner.

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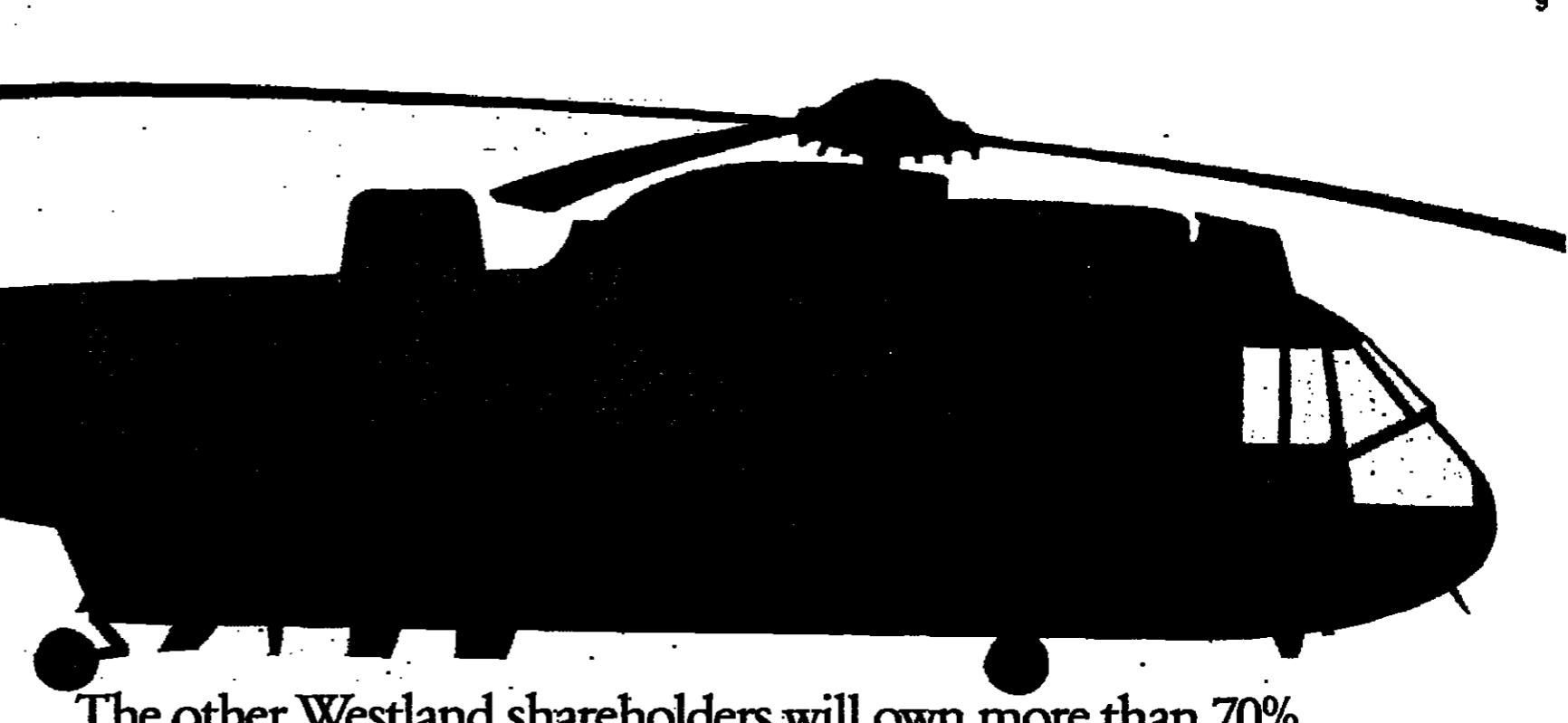
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The Americans and Italians will share just under 30%.



The other Westland shareholders will own more than 70%.

So who'll be at the controls?

The short answer is, we will.

If you vote in favour of the new proposals from Sikorsky (a division of UTC) and Fiat, as your Board urges you to do, Westland will remain an independent British company.

Free to develop, design and build helicopters in Britain.

Sikorsky and Fiat will become valued and trusted partners, but only minority shareholders.

Together they'll own no more than 29.9%, and this could drop to 21%.

Thriving, independent companies themselves, they are backing Westland's long-term prosperity.

We are convinced that their proposals, though similar in financial terms to those of the European consortium, are better for our company, our shareholders and our workforce.

In view of the vast amount of public comment, we would like to give you our main reasons once again.

A tried and tested partnership.

As you probably know we have, in fact, been working successfully with Sikorsky for a long while.

Over the last thirty-eight years we have built the Dragonfly, Whirlwind, Wessex and Sea King helicopters under licence from them.

Often, as they have been kind enough to admit, improving them.

(We're proud to say, our version of the Sea King outsells theirs in export markets.)

We get on well together, we know each other and we build very good machines together.

An association with Fiat is a further important benefit in our view.

They are a large, profitable and international group with interests in aviation, space and materials technology.

Furthermore, many of their interests dovetail with ours.

This will give us opportunities to strengthen our technological capabilities and open up new markets.

Moreover, Westland and Fiat are two of Europe's leading helicopter transmission manufacturers.

By contrast, the proposals of the European group aren't nearly so appealing.

A marriage of inconvenience.

Frankly, the consortium seems to be an ad hoc grouping of companies, some of which are state-owned and fierce competitors of ourselves and each other.

The truth is, there's a glut of helicopters in Europe, with problems of overmanning and overcapacity.

We believe that instead of making complete helicopters, Westland would steadily be reduced to producing only parts for a European machine.

Our skills, our know-how, our self esteem would all be degraded whereas with Sikorsky and Fiat they'll be enhanced.

With their help, we'll form a formidable new competitor for everyone else in the market.

But would the Government discriminate against Westland if we join forces with Sikorsky and Fiat?

Our Chairman wrote and asked the Prime Minister this very question.

The Prime Minister's assurances.

We sent the full text of both letters to our shareholders on 6th January and yesterday published them in an advertisement.

One of the key points she makes is this:

"As long as Westland continues to carry on business in the UK, the Government will of course continue to regard it as a British and therefore a European company, and will support it in pursuing British interests in Europe."

Why shareholders can't vote on both proposals.

We have sent you full details of both sets of proposals together with the Board's recommendation.

Some shareholders, however, have asked why they can't vote on the two and make a decision as they do in a competitive takeover.

There are two reasons why not.

First, this is not a takeover. It's a capital reconstruction for a company in extreme financial difficulty.

The Board's overriding duty is to assess, with its wide knowledge of the commercial background, what is best for Westland and to make a clear recommendation to shareholders.

Second, because of the urgency of the situation, we need a quick and decisive solution. We simply can't risk falling between two stools.

Apart from anything else, the law insists that either proposal gets a three-quarters majority. If both alternatives are put to shareholders, there's a real danger that neither will get that majority.

Our urgent priority must be to establish a stable framework within which Westland can operate.

Westland's phone-in.

We hope we have explained why your Board is strongly recommending you to vote without delay in favour of the Sikorsky and Fiat proposals.

If you have any difficulty in completing and/or returning your proxy card in time, we invite you to phone us between 10am and 8pm daily.

The number is 01-583 1398.

Every single vote is crucial for Westland's future and delay could seriously damage us.

Remember, to be valid, your proxy must be received this week.

FOR USE BY WESTLAND SHAREHOLDERS ONLY

Please return the coupon to The Registrar, Westland plc, National Westminster Bank PLC, Registrar's Department, P.O. Box 82, 37 Broad Street, Bristol BS99 7VA.

Form of Proxy for use at the Extraordinary General Meeting of Westland plc ("the Company") to be held on Tuesday, 14th January, 1986.

I/We the undersigned being (a) member(s) of the Company, hereby appoint the Chairman of the Meeting or (see note 1).

as my/our proxy to vote for me/us on my/our behalf at the Extraordinary General Meeting of the Company convened for 10.30 a.m. on 14th January, 1986 and at any adjournment thereof.

I/We direct that my/our vote(s) be cast on the resolutions referred to in the Notice of Meeting as indicated by an X as shown below and on any other resolution in such manner as my/our proxy thinks fit.

Date _____

Please complete in BLOCK CAPITALS

Signature(s) _____

Name(s) in full _____

Address(es) _____

RESOLUTIONS:	FOR	AGAINST
Number 1: Ordinary Resolution		
Number 2: Special Resolution		
Number 3: Special Resolution		

Note: If you wish to appoint any other person as your proxy, who must be a Member of the Company, please delete the words "the Chairman of the Meeting or" and enter the name and address of your proxy.

2. Please indicate how you wish the proxy to vote in respect of the resolutions. If no indication is given, the proxy will have discretion as to whether or not to vote.

3. To the extent that the proxy does not otherwise comply with the power of attorney or other authority, if any, under which it is signed or if a specifically named copy of the proxy must be lodged with the Company's Registrar, National Westminster Bank PLC, Registrar's Department, P.O. Box 82, 37 Broad Street, Bristol BS99 7VA, and less than 48 hours before the time fixed for the meeting or adjourned meeting.

4. In the case of a competitive, proxy may not be elected under its nomination and signed on its behalf by another shareholder.

5. The name of the shareholder, the name of the proxy and the name of the person signing the proxy, the date of the proxy and the names of all holders must be shown.

6. Any alteration to this proxy form should be initialled.

WESTLAND

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

FOR Johnson Matthey survival is no longer the issue. Faster than ever seemed possible, it is recovering from the impact of the disaster which has engulfed its former subsidiary Johnson Matthey Bankers.

While JMB, which was saved from collapse in November 1984 in a rescue takeover by the Bank of England, remains at the centre of one of the biggest political and financial storms the City of London has ever known, Johnson Matthey plc has not only managed to pull itself out of financial danger but has also been largely untouched by the blazing row over allegations of fraud at its former subsidiary.

The scale of losses has surprised almost everyone at the precious metals and chemicals group including Eugene Anderson, the chief executive, who says: "We are going along faster than any of us expected."

Johnson Matthey has reached a crucial point in its recovery—it has secured its immediate future by cutting the debts which once threatened to overwhelm the group; it has struck a three-year financial deal with its bankers; and it is now looking hard at raising the profitability of its businesses.

The recovery raises two questions—first, how has this 180-year-old group managed to move so quickly since JMB was taken over by the Bank of England last October? And second, can it maintain the momentum now that its survival is no longer at stake?

Johnson Matthey suffered a profound shock when it lost JMB. The loss cut shareholders' funds from £351m to £205m and pushed up debt to £471m—the rest in borrowed precious metals. On top of that, it faced weaknesses not just at JMB but in the group as a whole, notably the inadequacy of central financial controls on the 70 or so companies in Johnson Matthey.

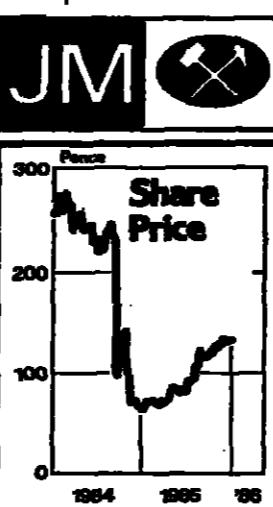
Rapid boardroom changes followed the debacle—Barry Hewitt and three other senior directors resigned and Neil Clarke, chief executive of Johnson Matthey's biggest shareholder, the Charter Consolidated industrial group, stepped in as non-executive chairman. Anderson, aged 46, arrived in May from the US, where he had been president of Celanese International Corporation.

But the new men did not entirely dominate the board—Joe Stevenson, who joined Johnson Matthey nearly 30 years ago and is now operations director, played a particularly influential role in the months before Anderson's arrival. Gordon Thorburn, the

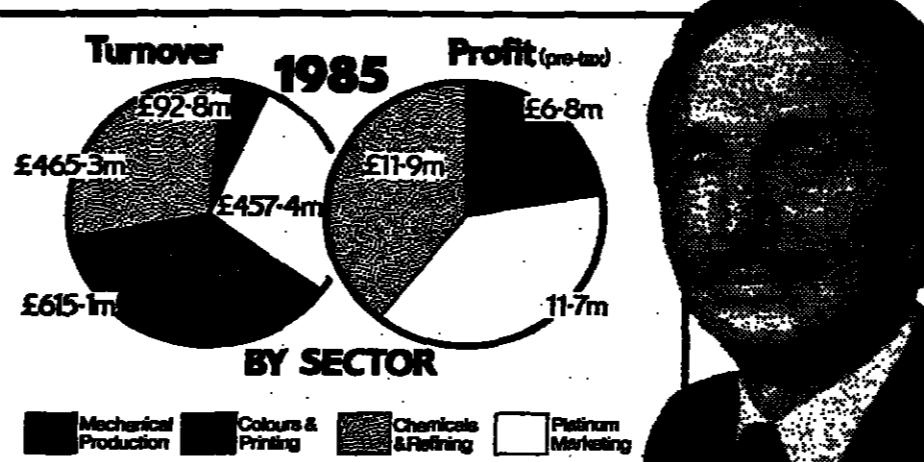


NEIL CLARKE

The revitalisation of Johnson Matthey



JM



EUGENE ANDERSON

New team administers painful surgery

By Stefan Wagstyl

surrounded its former subsidiary. It began to win back the confidence of its workforce, customers and banks, as Stevenson says: "It would be better if JMB weren't always in the headlines."

Johnson Matthey was able to seal a three-year financial deal with its 34 banks in August, replacing the tough loan terms that had been imposed on the parent group. But, especially after it had lost the best part of £100m on a disastrous US venture into making finished jewellery.

Even so, the terms of the rescue put together by the Bank of England, commercial banks and Charter Consolidated left Johnson Matthey with very heavy debts. "The balance sheet is hopelessly overstretched," one City analyst in November 1984, forecasting a £100m fund-raising in 1985.

But this did not prove necessary. Johnson Matthey set to work on debt reduction at such a pace that borrowings of money and precious metal fell from their £471m peak in October 1984 to £227m by September 1985, reducing the debt/equity ratio from 138 per cent to 75 per cent—"almost respectable," in Anderson's words.

By the summer, City analysts were saying that Johnson Matthey had got off lightly with its debt when it did quite apart from its financial recovery, the group avoided most of the taint of scandal which

surrounded the old Johnson Matthey.

Stevenson says that this system worked well enough with most group companies which were in Johnson Matthey's traditional business areas.

Johnson Matthey raised some £12m from the sale of two businesses. But the bulk of the £250m reduction in money and metal debts has been squeezed out of the group by cutting working capital, particularly in the precious metal refining operations.

Anderson says: "None of us really appreciated the magnitude of the veritable gold mine that existed here." The irony was that the weak financial systems which permitted JMB to run out of control had also allowed excess fat to accumulate elsewhere in the group, he says.

He was amazed to find that divisional managers had pre-empted metal stocks on their books on which no return was expected. "They had so-called free metal, free assets."

These remarks go to the heart of the problem at the old Johnson Matthey. Stevenson is the

first to admit that financial controls at the centre were too weak. "We were like a Poldi mint with a hole in the middle."

Information flowed into this "hole" but it was mostly presented in a way which allowed central managers to act corruptly. Too much information was simply filed away and central managers were not instructed to respond to it properly. Equally, group management was inefficiently structured with two head offices—one in Hatton Garden, centre of London's jewellery trade, and the other at Southgate, in North London. Senior managers used to spend hours travelling between the two.

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Johnson Matthey was too insular, he says. Too few senior executives came from outside. Those promoted from within did not reach the top tiers until late in their working lives. "This does not produce the right willingness to question and challenge," says Clarke.

It will take time too before

it is clear whether the shock of losing JMB has been enough to

redefine them power of financial control. For the first time, Johnson Matthey appointed a metal controller with the right to ask operating companies to account for metal stocks.

At the same time, Johnson Matthey ordered the closure of the Southgate office, partly to improve the flow of management information and partly to cut costs. Clarke, the new chairman, says Southgate was the "swollen belly of Johnson Matthey."

Johnson Matthey says that its new systems will alert its board to problems in time. Stevenson says that managers in operating companies have responded very well. "I have not lost a senior executive over this."

The speed with which the group has acted was an obvious plus to the JMB disaster. Why did no one react earlier, particularly after the US jewellery company went wrong in 1983? Clarke points to the group's inward-looking culture, typical of the precious metals trade.

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It will take time too before it is clear whether the shock of losing JMB has been enough to change attitudes permanently. But Clarke says that "management down the line has reacted extremely positively." The extent of the transformation will be tested in the second and third stages of Johnson Matthey's recovery plan, namely extensive rationalisation and subsequently selective expansion.

Anderson admits that profits have suffered while the group has concentrated on debt-reduction. In November the group reported a very modest increase in interim pre-tax profits for the period to the end of September to £10.5m against £9.4m. A reduction in interest payments compensated for a drop in operating profit.

Anderson says that the group's rate of return on equity after tax and interest was 6 per cent in 1984-85. His target is 15 per cent.

As a first step, the company is cutting jobs rapidly to improve productivity. The workforce has been cut from 9,270 at the end of March to about 8,200 with more reductions to come from redundancies, closures and disposals.

There is also a tight central control on new capital expenditure. Anderson says that there is an excess of land and buildings and equipment in Johnson Matthey. New projects are now judged by their contribution to the group as a whole—not to an individual operating company as was too often

the case in the past, he says. But a cost squeeze can only go so far in improving profitability. What about the underlying quality of Johnson Matthey's businesses?

The group plans to concentrate on its skills in marketing, refining and handling precious metals; it also believes it has a strong business in most parts of its colours and printing division, particularly in companies supplying specialist materials (including liquid gold) for chinaware and glass decoration. It has already sold peripheral companies—for example Malthus Instruments.

The heart of Johnson Matthey is platinum. The platinum marketing division contributed operating profits of £11.7m out of a group total of £30.4m in the year to March. On top of this it made £2.4m from diversified companies largely Matthey Rustenberg Refinery, which processes scrap from the biggest of South Africa's three platinum mining companies.

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Another's duty of detect fraud.

F. Michelbund plus others

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THE ARTS

Television/Christopher Dunkley

Rock rolls back reality in the global village

In 1985 television proved, yet again to be involved in the news in three different ways. First, it continued to convey news of world events as it had for 30 years; television provided the public with its primary supply of information on air disasters (a record number), royal tours (ditto, surely) and the celebration of the 40th anniversary of VE Day.

But frequently television also proved to be newsworthy itself, as so often in the past decade or so. There was the furious and serious row over *Real Lives* with the then Home Secretary, leaning on the BBC Governors to persuade them to suppress a programme about extremists in Northern Ireland, the governors caving in, and then such an outcry that they were forced to cave out again.

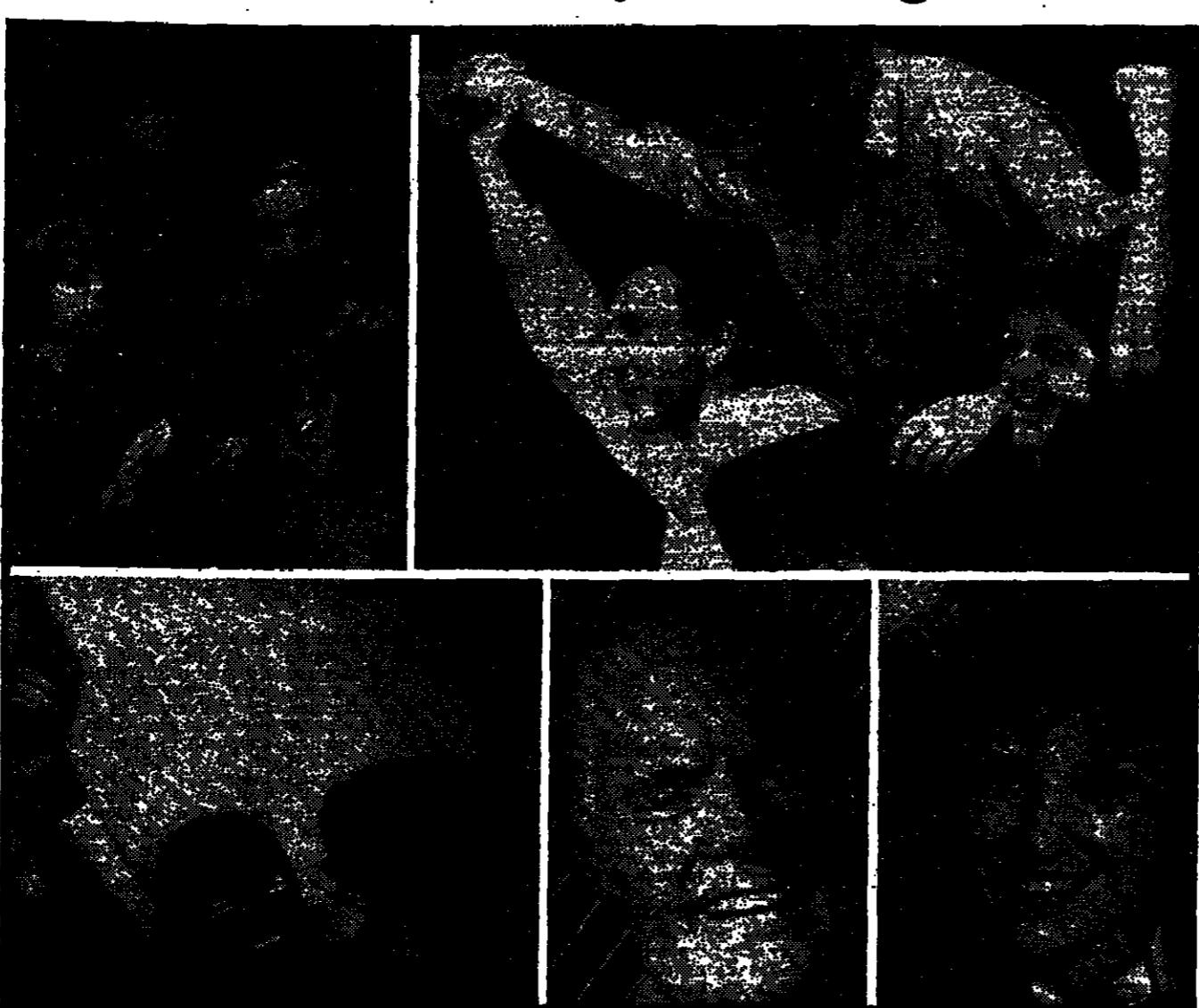
There was the raising of the BBC licence fee from £26 to £38 and the setting up of the Peacock Committee to investigate alternative BBC finance. And there was the *Dallas* nonsense between BBC and ITV which resulted in the resignation of Thames managing director Bryan Cowgill (though no re-appearance of the series for *Dallas* fans—not in 1985, anyway).

But perhaps most significant of all was the increasing number of occasions when television was not simply the medium for conveying news of a remote happening, now the actual subject of a news story itself, but an integral and inseparable part of some newsworthy event. The most famous example of the year was the *Live Aid* concert in July. Whether this really attracted the first global audience of more than a billion, who knows; head counting in some countries is not accurate enough to be sure. What does seem clear is that the figure went higher than the previous record of 750m which was credited to the televising of the marriage of Prince Charles and Lady Diana in July 1981.

Other examples of events where television's own presence was significant were the appalling Hayes Stadium tragedy in May, the Reagan/Gorbachev summit talks in November, and the televising of the House of Lords which began in January. Sadly and misguidedly, the House of Commons voted in November, by a narrow majority yet again, to reject even the experimental televising of its own affairs. Thanks to its old-fashioned and, unfortunately, often ignorant attitude towards television the House of Commons is slowly bringing about the marginalisation of its own affairs. Some people may dislike the fact but television is central to our public (and often private) lives, and the British Parliament should be central too.

On the technological front 1985 was yet another year when there was more talk than action. Spring saw the much heralded Direct Broadcast-by-Satellite (DBS) revolution being postponed and perhaps cancelled for ever. The Club of 21, formed at the Government's behest by the BBC, ITV and selected entrepreneurs, told the Government that the requirement to buy British hardware made the proposal an impossibly expensive risk.

Once that pipe-dream had evaporated ITV and BBC began to discuss plans for a "super channel" to beam the best of the best to the rest of the UK. The programmes from both organisations across Europe via conventional low-power satellites. The main thrust behind this scheme was Rupert Murdoch's success with Sky Channel, sent from London via satellite to millions of Europeans from Helsinki to Paris. The BBC and ITV were afraid that if Murdoch was left alone in the



An impressive year for drama serials included BBC's "Oliver Twist" (top left) and Channel 4's "The Price" (bottom left) while C4's "Max Headroom" (bottom centre) was the most original single drama. BBC's soapie "EastEnders" (bottom right) topped the ratings, but Bob Geldof's "Live Aid" concert (top right)

appeared to the highest TV audience ever

field for long he would establish an unmissable dominance. The Government, seeing its brainchild in the entertainment revolution failing on all fronts, quietly legalised SWATV ("Satellite Television") and introduced a licence fee of only £10 for satellite dishes. By year-end DAB and DVB are offering package deals to supply viewers with a dish and converter so that they could pick up satellite channels dedicated to music, sport, children's programmes and the true selling point—new movies. The cost was £768 a year which made the BBC licence fee look astoundingly cheap.

With so little technical change television for the overwhelming majority of viewers still meant ITV, BBC1, BBC2 and Channel 4, which in a typical week would split the audience 47.35:11.7 (if ever there were such a thing as a typical week). Video recorders had been installed in 35 per cent of homes by the end of 1985, yet this made precious little difference to what was watched even if the time when it was watched varied—time shifting rather than the playing of rented tapes accounting for the lion's share of VCR use in Britain.

With the satellite revolution postponed, cable still a small business in the UK, and VCRs used for re-scheduling broadcast programmes, British television was still dominated by the famous duopoly, BBC and ITV, with only a tiny proportion of viewing claimed by the independents who, anyway, contributed a minority of Channel 4's schedule.

So what did ITV and the BBC offer us? In drama serials quite an impressive year. It began in January with *The Price* on

C4, a six-part thriller by Peter Ransley about a computer company millionaire (played by Peter Barkworth) whose wife and step-daughter were kidnapped by Irish terrorists. Well written, and tightly directed, *The Price* was interesting for being co-produced by the independent company Astramed and Eire's state broadcasting company RTE. Channel 4's other triumph was *Octopus*, an import from Italy (C4 contributed co-production money) about a determined attempt by one uncorrupted policeman to bring the local Mafia chapter to book. It relied on Sicily and in Michele Placido presented the most interesting new male actors of the year—new to Britain, anyway.

James also brought Alan Alda's delightfully light and funny serial *The Bedside Affair* to ITV. This involved a crypt full of stolen goods, a bittersweet love affair and some wonderfully authentic scenes in a modern school. But all the year's other honours in drama serials went to the BBC. *Oliver Twist* in the autumn would have seemed an impressive Dickens adaptation in most years, but having been preceded by *Black House* it looked ordinary. *Black House* was directed by Ross Devenish in such a way that it felt as though he had gone back to the 19th century to do it up to the ankles in horse droppings and with only candles for lighting.

The year's greatest concentration of sex and violence occurred during a BBC play in April but attracted not so much as a peep from Mrs Whitehouse. No doubt even she would feel something of a twit wagging her finger at the author of the work in question, *Titus Andronicus*, which brought to an end the RSC's complete works of Shakespeare.

If I had a prize to give for the year's most interesting entertaining and original single

drama it would go to C4's *Max Headroom*, written by Steve Roberts and directed by Rocky Morton and Annabel Janek. Computer graphics and television's own place in the world were significant factors, but above all this production looked utterly contemporary.

Just as single dramas were weaker in 1985 than drama serials, so single documentaries were weaker than documentary series. My award for the best single documentary would go to Jonathan Hill's charming and fascinating programme *To the World's End*. It drew splendid performances from Bob Peck and Joe Dan Bell, as the British detective and the rogue CIA man, and was, in all, the best bit of real television in 1985.

Single drama was a much less rich area with nearly every acting of quality being set in Northern Ireland. *Contact* in BBC2's "Screen 2" series was, for instance, a particularly effective piece of work virtually without words, itemising the activities of a border patrol during which they scarcely dared breathe. *Ties of Blood* on the same channel in the winter confirmed that Graham Reid is a magnificent writer of dialogue; his painted and often painful family arguments told more about life in Belfast than entire series of documentaries. But asking him for six whole plays was apparently too much.

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If I had a prize to give for the year's most interesting

brought us right up to date with Philip Whitchead's *The Writing on the Wall*.

BBC 2 presented three other big documentary series. In *Triumph of the West* John Roberts took a Spenglerian view of history but argued it (mostly) optimistically. *Queens: A Cambridge College* sustained the excellent BBC tradition of anatomising British institutions. And *Cowards*, which is still proceeding, offers a view of the Russian people without concentrating on dissidents and renunciants... much to the fury of some commentators.

The seepage of power away from current affairs programmes and into news departments continued in 1985. More time than ever devoted to more news programmes than ever, and some "specials": everything from royal tours to strikes, the pickings for current affairs looked thin. BBC 2's *Newsnight* was again the most impressive series to straddle the two areas, and *Diverse Reports* showed the way forward into an adult world where television's coverage of current events can be just as openly opinionated as that of the press.

It was yet another unimpressive year in comedy. The best series was *Frosty Towers* which, although a year old, showed up all the best material in the most awful light when it was repeated on BBC 2 in November.

By contrast the various series from the "new wave" comedians looked undisciplined, indulgent and devoid of ideas or even specific attitudes.

With soccer virtually absent from the screen and no Olympic or Commonwealth Games 1985 was a less than outstanding year for sport. Yet the pulsing power of snooker was confirmed again, and the second week of Wimbleton gave the BBC its biggest audience share of the year: 54.8 per cent across the week, with all those hours of "Thirtight, foreign" on BBC2 contributing an unmatched 20.5 per cent to the Corporation's total.

Commercial television's biggest share came in the third week of January when ITV and C4 together took 60.5 per cent of the audience, leaving the BBC with a worrying 39.5 per cent. That is the sort of split which the BBC believes must not occur often if politicians are to be persuaded to sustain the licence fee, or indeed any form of financing for public service broadcasting. Sure enough, with Michael Gove's stimulus, more buoyancy into BBC1, the Corporation has not subsequently sunk below a 41 per cent share.

The ratings phenomenon of the year was obviously *EastEnders*, BBC1's twice-weekly soap opera set in London's East End which was launched in February. It attracted 17.75m viewers in its first week, sank steadily to 7.75m in July, and then (with the help of the newly aggregated weekend omnibus repeat, a system which also takes Brookside to the top of the Channel 4 ratings) climbed inexorably through 13m in August, 15m in September, 16m in October, and 15m in November to a staggering 21.6m in December.

And for 1986? More hours of television than ever before; the daytime wastes will be contested more competitively and those hours when you see only a page of Teletext will be reduced. A few more homes in a few more areas will be offered cable television at prices which will again make the licence fee look like a bargain. And the report from the Peacock Committee will inform those in the industry if it does not opt for some form of advertising on BBC channels, however little initially.

Hell's Angels/Royal Court

Dominic Gill

Nigel Osborne's new music theatre work *Hell's Angels* is directed by David Freeman, who also wrote the libretto, and was given its premiere on Monday night by the Opera Factory London Sinfonietta. Osborne tells how the work was conceived in a recent interview in *The Stage*. "Originally we based the libretto on a play by Oskar Panizza, which is the story of how God punishes the Borgias. Pope and his court for their absolute excesses. It's a marvellous piece of theatre, and also very dark and moving, but so much so that it was banned at the time it was written. Then we extended this in Freeman's text to include a kind of modern version of the story concerning a recent Vatican intrigue."

"The idea is that the opera is about myth and superstition. It has not got a single message, but has very many messages: we are setting a number of different things in resonance, and that is the contemporary myth, a fiction, though it is very well be true. It's a serious piece, but also very comic. It may strike some people as being outrageous at times, but the intention is fundamentally serious. The score is designed very tightly, though it is varied in its mixture of instrumental and electronic music... Like the story, the music tries to strike two levels of lightness and weight."

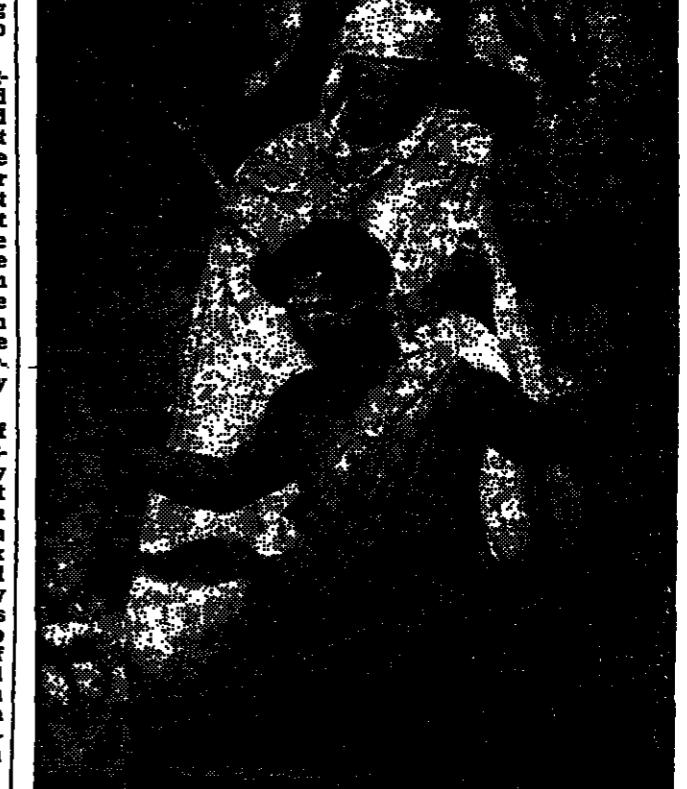
Elsewhere Osborne compares *Hell's Angels* to a morality play but adds that there are "several levels of ambiguity and no cast iron conclusions." Conclusions, indeed, either conceptual, musical or dramatic, there are not but David Freeman's busy and colourful production keeps the movement alive even when it is becalmed (though never deserted) by the music.

It is not first and foremost a musical experience. Much of Osborne's score is apt, and some of it is very pretty; but one does not leave the theatre, at first hearing at least, with the resonance of a substantial musical event ringing in the ears. The short scenes, 20 in all, divided between two acts, flash rapidly between the Earths and heavens of 1494 and the present day. The music blinks the scenes, rather than separating them; perhaps that was its intended function—but the musical contrasts, at any rate, are persistently low-key, and the musical tone consistently unassertive.

The verbal and dramatic tone is, by contrast, provocative and unending. The opening scene, framed by a hyperbolised modern-day *Puritan*, sets the scatological context: "What on earth made them elect a shit like me?" The manner of the first act crosses the Benny Hill Show with *Life of Brian* and a slice or two of *Woody Allen*—a savage, jokey satire, unevenly sharp, which collects together on the stage at the end of the first act, at least, far more than a dozen women at once than either Benny Hill or Monty Python could ever hope to have achieved.

In the second act, which tells, obliquely, of a joint plan by God and the Devil to punish the wicked of the earth with AIDS, Osborne's music sometimes rises, as it had from time to time in the first part of the first act, and as the plot, to accompany some more assertive pieces—especially a sequence of interrogations by the Devil of Helen, Heloise, Agrippa and Salome. But these are largely submerged in the memory by the stage effects in the main to accompany spoken words and free recitative—and by the unfolding stage picture.

The ending is mysterious, unresolved, not altogether satisfying. The design and lighting show some striking effectiveness. The singing of the London Sinfonietta's instrumental playing were excellent. Odd, interesting and worth a visit—though book soon, for all that might be bound to draw the crowds.



Tom McDonnell (top) and Omar Ibrahim

The Nutcracker/Paris

Freda Pitt

Rudolf Nureyev's new production of *The Nutcracker* for the Paris Opéra Ballet has brought him his first unblemished success since he took over that brilliant but wayward company two seasons ago. Although the basic concept of Clara as a lonely child in a wide adult world remains, the treatment is substantially softer than that of Nureyev's earlier edition, as reproduced in *Garden in 1985* and at La Scala, Milan, shortly afterwards.

In the first place, both Monique Loudières and Elisebeth Marin look much too happy and confident for us to believe on the one hand that they could be so slighted by their relations and on the other that they would need to take refuge in dreams while Drosselmeyer's identity takes on even greater ambiguity with the lack of interest shown in him by his Act 1 hosts. In the opening sequence he is set upon by the youths of the neighbourhood in much the same way as another angel is invited to him, but his fondness for his flesh-and-blood god-daughter can hardly be paralleled with Dr Coppélus's obsessive attachment to his doll. Merging Drosselmeyer with the Nutcracker prince, after the rats have been vanquished by his younger embodiment (*Stéphane Elizabeth*) has little serious justification beyond Nureyev's original wish to perform the double role, it being scarcely credible that Clara should equate that mysterious elderly gentleman—however generous—with any sort of prince charming.

Casting from strength, Nureyev presented Patrice Bart as a nicely mischievous Grandfather, Bruno Cauhapé alternating with Monique Legris as Clara's brother Frédéric (here more high-spirited than ridiculous), dashing Wilfrid Romoli among the guests and Isabelle Godin and Karin Avery leading a stylish group of Snowflakes. No choreography has yet matched Chikovsky's enchanting score, and Nureyev's can certainly not claim to do so. At least at the Opéra the music was given its full value by the orchestra under Ulf Schirmer. The ubiquitous John B. Reed was responsible for the skilful lighting which does much to heighten the contrast between the dramatic and gloomy moments and the triumphantly luminous ones.

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Arts Guide

Music/Monday. Opera and Ballet/Tuesday. Theatre/Wednesday. Exhibitions/Thursday. A selective guide to all the Arts appears each Friday.

Jan 3-Jan 9

Theatre

LONDON

Noises Off (Savoy): The funniest play

for years in London, now with an improved third act. Michael Blaikie's brilliant direction of *Deathtrap* and *Shrewsbury* on tour with a star-studded cast is a key factor

(031 5880).

2nd Street (Drury Lane): No British

equivalent has been found for New

York's Jerry Orbach, but David

Merrick's tap-dancing extravaganza has

been resplendently received. American

Clare Leach is a red find as

Fay, Seven Days in May (0181 6168).

Courtney (Lyceum): A slick, effervescent

and riotously revivalist of Britain's

biggest war-time musical hit

with Robert Lindsay in the Lupino

Lane role emerging as the best new

musical star since Michael Crawford.

(031 7611).

Gigi (Lyric): Unconvincing stage revi-

val of Lerner and Loewe's film

follow-up to My Fair Lady, Beryl Reid

is the red find in

Michael Blaikie's

direction of *Deathtrap*.

(031 5880).

Intimate Apparel (Charing Cross): Love

among the diplomats, according to Ronald

Harwood, has a superb role for the

matchless Maggie Smith renewing a

cross-cultural affair with Edward

Fox in the shadow of a summit between

The Soviet Union and Britain.

Fluent direction by Peter Yates

of West End's best new play of

the year. (734 1168).

Lemon (Astoria): A not too critical

celebration of the life and music of

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Wednesday January 8 1986

Political link with Europe

MR NICHOLAS RIDLEY, the British Transport Minister, and Mr Jean Aurox, his French counterpart, gave every impression yesterday that their meeting in Paris to discuss the Channel fixed link was cordial. It is fitting, however, that the last minute wrangling over the link should be political rather than technical. Having disagreed for so long about the need for a link, it is hardly surprising that the two governments should now be politely disagreeing over the technicalities.

With so large an infrastructure project, it is only too easy to put excessive weight on engineering or economic factors and to forget that its principal rationale is political. A fixed link is not an economic necessity. In 1982, the Anglo-French Channel Link study group, comprising officials from both countries' transport departments, concluded: "There is no doubt in our minds that port and shipping services could be developed to handle the growth in surface traffic projected up to the year 2000 and beyond."

Trading patterns

Nothing has since changed to render that assessment invalid. The rapid build up of cross-Channel traffic in the decade after Britain joined the European Economic Community reflected a structural change in UK trading patterns that may now be largely complete. There is little doubt that investment on a scale which would be modest set against the cost of any sort of fixed link would be sufficient to finance a new generation of larger, faster and more efficient ferries.

But whatever the economic arguments, the political case for a fixed link is strong. A tunnel or a bridge would be a tangible and permanent symbol of Britain's commitment to Europe, the importance of which cannot easily be quantified. The project—in Britain at least—does capture the popular imagination and should prove electorally advantageous for Mrs Thatcher. Both governments, sensitive to problems caused by high unemployment, are aware of the attractions of seeing to do something about it by initiating a big infrastructure project. In the UK, a fixed link is politically easier to justify than a comparable domestic project.

US faces the hard questions

REPRESENTATIVE Les Aspin, chairman of the House armed services committee, has estimated that the Gramm-Rudman budget-balancing amendment could lead to an automatic cut of \$80bn or more in the US defence appropriations for 1987. This startling figure may at least draw the attention of the outside world to the fact that the amendment has been passed, though it will do nothing to settle the debate about how much difference it will make. Enthusiasts will argue that it shows that the amendment is tough, not gradualist. Sceptics will say it only shows that it demands the impossible and will be evaded. World-believers like our recent contributor Dr Martin Feldstein will cite the estimate as a measure of the pressure on Congress and the President to agree on less dramatic measures.

What can be hardly doubted is that Gramm-Rudman will force the Administration and the Congress to think much more seriously than they have until now about how the US government deficit might be reduced, whether or not they actually budget for the prescribed \$144bn dollar deficit prescribed for 1987, let alone achieve it. Since the amendment prescribes automatic cuts in defence and some politically sensitive areas, it provides a clear-cut, if the necessary bottom line, it is supposed to enforce compromise. The amendment has some escape clauses, notably in case of low economic growth, and its legality is still under challenge; but the debate is now on.

Fiscal relaxation

There is no sign yet, though, of any great debate in the outside world about how to respond to a potentially drastic change in US policy—or even of any recognition that the outside world is in any way concerned with American housekeeping. Since the muted ambiguities of the Plaza meeting, when the Germans and the Japanese appeared to agree that they might find some room for fiscal relaxation if the US deficit was indeed reduced, nothing has been heard.

Given the stately pace of US budget-making, it will be some time before there is any pressing need for action in the out-

THE Third World debt crisis may at last be over. The latest propitious signal may have been an odd one, but was impressive nonetheless. It came on New Year's day.

When President Ibrahim Babangida of Nigeria announced that his country would limit its foreign debt payments in 1986 to 30 per cent of its export earnings, the financial community far from reacting with alarm and outrage raised hardly a murmur of protest.

Developing countries' massive debts will doubtless remain an endless source of difficulties for many years ahead; but they are losing their capacity to shock the international system. Third World debt is maturing from a crisis into a mere problem.

Back in 1983, the fate of the whole world economy was thought to hang on a flimsy thread of mutual dependence which bound the great international banks, the IMF and the debtor countries of Latin America, Africa and Asia. Each time this thread was stretched — by an intransigent debtor, an unyielding bank or a deterioration in economic conditions — the dreaded word "default" along with its attendant bank runs, trade wars and monetary panics, would be exhausted from the vocabulary of financial crisis.

Against this background hardly anyone dared to contemplate what might occur if the debtors started to seize the initiative from the IMF and the banks. It was unthinkable that confidence and stability might actually be increased as the balance of power shifted in favour of the debtor governments. Yet this is exactly what has been gradually happening over the past year.

Nigeria's decision to limit its debt servicing to 30 per cent of exports — little more than half the money required to pay all of the interest and principal coming due this year — may be less radical than the ceiling of 10 per cent of export earnings imposed by President Alan Garcia of Peru. President Babangida's plan is not, apparently, a non-negotiable ultimatum. It comes from a country which has serviced all its medium-term debts on time and has accorded banks preferential treatment in relation to other creditors. Furthermore, as Nigerian officials have been at pains to point out, the 30 per cent target would still leave room for Nigeria to repay its debts much faster than most Latin American countries.

Given the expected duration of the fixed link concession, whatever decision the two governments take in the next few weeks will rule out other options for decades. It therefore seems unwise to settle for a scheme that does not include a road link. The cheapest and most practical offer appears to be that of Channel Expressway. Assuming the technical problems of tunnel ventilation are surmountable, the Government should strive to overcome French reservations about this project; then January 20, decision for a decision should not be regarded as immutable if agreement proves hard to reach.

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Nevertheless, the two countries' actions have a principle in common, which is more fundamental than all these differences: a principle which suggests that the increasingly self-confident debtor nations may have passed a turning point in their relations with the banks and the IMF.

Until last year, debt negotiations had been based on an assumption which was almost never questioned. Existing loan agreements were held to be inviolable, except when creditors chose to grant reschedulings or concessions to the debtors.

It was then up to the debtor government to "adjust" its economy in order to stay within its financing constraint.

When a country like Nigeria or Peru sets a target rate of debt servicing this procedure is effectively reversed. The country's ability and willingness to spend its foreign exchange earnings on debt servicing, rather than consumption or investment, becomes the dominant constraint in the negotiations.

It is now the banks that have

side world; but it is surely not too early to start a discussion. The conventional wisdom, as argued by the OECD and by such private sector commentators as George Gramm, is that major fiscal cuts in the US defence budget for 1987. This startling figure may at least draw the attention of the outside world to the fact that the amendment has been passed, though it will do nothing to settle the debate about how much difference it will make.

Enthusiasts will argue that it shows that the amendment is tough, not gradualist. Sceptics will say it only shows that it demands the impossible and will be evaded. World-believers like our recent contributor Dr Martin Feldstein will cite the estimate as a measure of the pressure on Congress and the President to agree on less dramatic measures.

What can be hardly doubted is that Gramm-Rudman will force the Administration and the Congress to think much more seriously than they have until now about how the US government deficit might be reduced, whether or not they actually budget for the prescribed \$144bn dollar deficit for 1987, let alone achieve it. Since the amendment prescribes automatic cuts in defence and some politically sensitive areas, it provides a clear-cut, if the necessary bottom line, it is supposed to enforce compromise.

The amendment has some escape clauses, notably in case of low economic growth, and its legality is still under challenge; but the debate is now on.

Monetary policy

While this could indeed prove true, it amounts to backing a theoretical hope against a near-certainty, and this really is not an adequate form of contingency planning. It is not just a hope but a general belief that the combination of dollar depreciation and fiscal tightening will bring the desired reduction in the US deficit from 1987 onwards. Since the growth of that deficit has provided nearly half the growth of total demand in Europe, and a higher proportion in some Asian economies, the implications are far from trivial. Indeed some Asian economies are already in near-recession simply because US demand is growing more slowly, let alone falling.

This does not mean that a fiscal balancing act is the only answer, or the right one. A resumed flow of capital to the developing countries, at lower interest rates, would probably be a more helpful counterpart; but it cannot be taken for granted that these results will automatically follow any US deficit reduction. Technology and deregulation have thrown monetary policy into confusion wherever they have made an impact, and lenders are scared. A helpful outcome, however, defined will be much likelier if we prepare for it.

Merry-go-round

The disentanglement of Gartmore Investment Management (which controls more than £2bn of funds) seems complete with its return to being a wholly-owned subsidiary of British and Commonwealth Shipping and its latest round of board changes this week.

William Matthews, group MD of money brokers Exco International has resigned from the board, leaving a top management now composed of B and C men, and Gartmore executives.

A man who has played a backstage but influential role in the Westland affair is Lord Fanshawe, formerly Sir Anthony Royle, one-time Conservative MP for Richmond.

Over the past two months,

Fanshawe, a non-executive director of Westland, has acted as Sir John Cuckney's right-hand man and lobbyist, as the beleaguered chairman has tried to steer a course through the Whitehall maelstrom.

Fanshawe's connections with Conservatives have proved most useful. He spent 24 years in the House of Commons and was for five years a vice-chairman of the party between 1979 and 1984.

Fanshawe and Cuckney have fought on the same side before — notably at Brooke Bond, the tea company taken over by Unilever in 1984.

St John was chairman of Brooke Bond at the time, while Fanshawe's non-executive directorship went back more than 10 years.

He is a smooth operator, his friends say, skilled at political infighting and adept at survival.

His experience running the Conservative Central Office international office helped these facets of his character. In the present fight, however, his military background may count for more. Just after the Second World War he spent three years with the 21st Special Air Service Regiment.

Further to my story last week of retrenchment at Twentieth Century Fox in Britain, it is now confirmed that Fox has merged its UK distribution interests with those of Walt Disney.

The new company is to be known, somewhat grandly, as UK Film Distributors and is based on an existing limited joint venture formed in 1982.

Gerard Lefevre, who has worked for Fox in France for the last five years, is to be chairman.

Fox rejects the suggestion

that closing its own London distribution company represents a slimming down of its UK activities. Rather, a spokesman

was not unexpected. An ex-Chancery judge, aged 64, noted

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THESE are trying times for Mr Yasser Arafat, chairman of the Palestine Liberation Organisation. He now finds himself dangerously isolated in Arab forums, and perhaps more ominously, there are increasing signs of restlessness among his constituents in Lebanon, in the Gulf and in the occupied territories.

Mr Arafat's failure effectively to join the peace process with King Hussein under the terms of an accord agreed by the two on February 11 last year is contributing to disillusionment among moderate Palestinians.

The Jordanian-Syrian reconciliation, including the recent summit between King Hussein and President Hafez Al-Assad, is probably adding to Mr Arafat's discomfiture as he surveys bleak prospects for 1986.

A rebirth of Syrian prestige in Arab forums, brought about by its tentative accommodation with Jordan plus possible success in ending more than a decade of bloodshed in Lebanon, is not something Mr Arafat can look upon with equanimity. The recent rash of Middle East-related violence has helped to undermine Mr Arafat's position, demonstrating as it does his inability to control disparate elements of the Palestinian movement.

The hijacking of the Italian cruise liner, Achille Lauro, by a group linked with the PLO chairman, dismayed many Palestinians because it reduced the momentum towards peace and at the same time neutralised the adverse publicity Israel had attracted over its October 1 raid on the Tunis headquarters of the PLO.

Mr Arafat's allegations, in a newspaper interview published at the weekend, of Syrian and Libyan backing for Palestinian dissidents aimed at discrediting the PLO and hindering the peace process, reflect his concern at the negative effects on his prestige.

PLO officials, Western observers, specialists on the PLO and Arab diplomats interviewed recently in various Middle East capitals give a view of the Palestinian movement as weaker, more fractured, less relevant and more adrift than it has been for years.

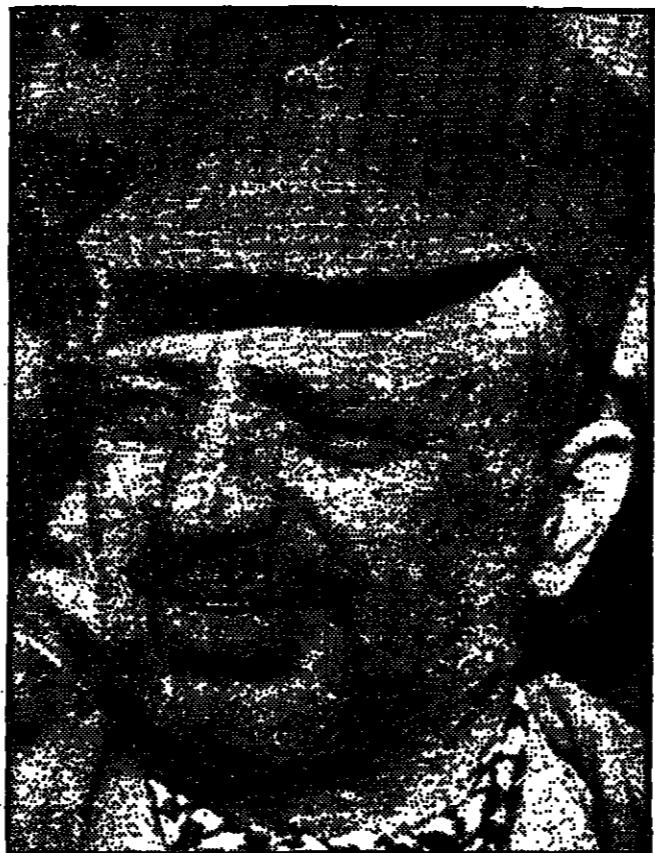
Last year, which began with promise of progress towards peace after the signing in Amman of the February 11 accord, ended in disappointment. There is a real sense in the Middle East capitals of lost opportunity.

Last November in Baghdad, Mr Arafat's mainstream Fatah faction failed to agree on a clearcut response to King Hussein's demand that as a way of removing one of the main barriers to peace it accept UN Security Council resolutions 242 and 338 which imply recognition of Israel's existence within pre-1967 war boundaries.

Arafat under pressure

Why the PLO's divisions block the path to peace

By Tony Walker in Amman



Mr Arafat: finds himself isolated.

The PLO has always objected to the UN resolutions on the grounds they do not address the question of the Palestinian right to self-determination, treating the "problem as merely one of refugees".

In Amman, a Western observer said the PLO is facing the worst of all possible worlds. It is both obstructing in the peace process, nor is it taking steps to heal rifts with factions based in Syria, opposed to Mr Arafat's leadership.

The danger, said the Western official, is that the PLO mainstream has been immobilised on one hand by its inability to accept the Hussein strategy for peace, which involves compromise on matters of principle, and on the other by Syrian antagonism.

King Hussein appears resigned, for the time being, to living with PLO hesitation over the terms for it joining the peace process. His gesture of reconciliation towards Syria is aimed in part at broadening participation in and support for peace efforts within the framework of an international conference. The King needs Palestinian support for such a venture, hence the continuing, though faded, relevance of the February 11 accord.

Mr Arafat gives no sign of relinquishing control of the organisation he has headed since 1969, and there appears no serious challenge to his authority from within his own Fatah mainstream.

His leadership, he said recently, was reconfirmed according to the PLO's democratic processes at a meeting of the 17th Palestine National Congress in November 1984. Certainly, in a legalistic sense, only the PNC which is the PLO's Parliament, can reject or select the PLO chairman. However, in the Middle East political pressures can sometimes explode in a way which bypasses recognised constitutional paths.

Mr Arafat cannot, however, be completely sanguine about his hold on power. If his strategy of negotiation and limited guerrilla activity causes further divisions in the Palestinian movement, his position within his own Fatah mainstream may become precarious.

If peace efforts collapse and there is a shift towards the uncompromising Syrian-based militant Palestinian groups, then Mr Arafat's position could become untenable.

Within his own Fatah organisation no clear leadership alternative presents itself. Abu Iyad and Farouk Khaddam, head of the PLO's political department—both more hardline than Mr Arafat—have predicted a "last chance" for peace which is squandered may prove correct.

Critics of Mr Arafat—and some of the most trenchant can be found among Palestinian moderates—claim that he has ruptured the PLO and contributed to its present weakness: that rather than being a symbol of unity he is the cause of division. He should step aside, they say, to encourage a process of reconciliation.

Jordanian officials are saying there are, nevertheless, time

limits on Mr Arafat delivering on his side of the bargain. These officials note ruefully that the PLO chairman was expected in Amman weeks ago. His continued absence is regarded as unimpressive.

If Mr Arafat is unable to deliver, the King will come under renewed pressure to find alternative Palestinian representation in any peace process—still a highly notional concept—a course he would embark on with extreme reluctance because of the risks involved.

Still, there are powerful forces in Jordan which would not be averse to seeing Mr Arafat dumped or, alternatively, moved aside, perhaps to the largely ceremonial post of president of the Palestine National Council—the Palestinians' parliament-in-exile in place of the aged Sheikh Abdul Hamid Sayegh.

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Many observers in the Middle East believe, however, that the end of a political era is approaching, and that a watershed in the Palestinian cause is in sight. In Palestinian circles, there is talk of a post-Arafat generation. What this will bring is unclear, but it may lead to a hardening of Palestinian attitudes. King Hussein's persistent and gloomy prediction that a "last chance" for peace is being squandered may prove correct.

Liability of directors

From Mr C. Morris
Sir.—As an accountant practising in an area where fraud is frequently encountered, I have read with interest the many features and articles on this topical subject. It appears to me that one fundamental aspect has been overlooked by those concerned which, if given proper consideration and an appropriate simple amendment in legislation could greatly assist in obtaining convictions of those guilty of fraud.

I am referring to the liability of directors to maintain and preserve corporate records. Such vital data are the foundation of any successful prosecution, but the penalties under existing legislation for failure to observe the law in this regard are substantially less than those for the crimes which the records would reveal. It, therefore, follows that any director who has committed a fraudulent act is better off destroying the evidence against him or failing to record properly the transactions concerned.

In the United States failure to maintain and preserve corporate records is, I understand, a most serious offence visited with the most stringent punishment. Would it not be appropriate for similar legislation to be introduced in this country as a matter of urgency?

C. Morris
(National Director,
Insolvency Services).
Touche Ross & Co,
PO Box 137, Hill House,
1, Little New Street, EC4.

Building society activities

From the General Manager,
Halifax Building Society
Sir.—In his letter of January 3 Mr R. S. Gerrard expresses some concern about the proposed extension of building societies' activities.

Mr Gerrard does not appear to misunderstand the basis of the composite rate of tax. The composite tax rate arrangements are designed to ensure that the Inland Revenue receives the same amount of tax as it would if savers were not assessed individually on the interest they received. The arrangement saves paperwork, and is therefore beneficial both for savers and for the Inland Revenue. It does generate an average tax rate below the basic rate of tax, but this is of no competitive advantage to building societies since the same composite tax arrangements now apply to savers with banks. Mr Gerrard's argument that composite tax should only be allowed for institutions which lend exclusively for housing would therefore have to be applied to the clearing banks!

Letters to the Editor

Mr Gerrard argues that building societies may lack the necessary expertise and capability to engage in unsecured lending. This is certainly an area of higher risk than much of our current business, and societies will need to proceed cautiously and prudently, building a solid foundation of relevant expertise, as the banks have done over time as they have worked towards their current near-monopoly position in these markets.

Reference is made to the costs of cash handling, which could of course increase with more money transmission activity. Any cash handling services provided for building societies by the banks, or by any other third party, will of course have to be paid for by societies, as is the case at present.

Mr Gerrard also refers to the possible involvement of societies in industrial lending. This is not a power which societies have specifically sought, nor a service which government has suggested we might offer. Our understanding has been that this market at least was well supplied by the banks. Indeed savers from the clearing banks have often asserted that the problem lay in a shortage of worthwhile investment opportunities, not in a lack of funds.

Most building societies will now be devoting considerable resources to a careful consideration of the new powers which may become available over the next few years. The approach of the Halifax to the use of these powers will combine our traditional lending and care with a desire to establish a new presence in some markets where the public will benefit from new and healthy competition.

D. G. Christ.
PO Box 30, Trinity Road,
Halifax, W. Yorks.

No more need for nuclear tests

From Professor F. Pirani
Sir.—Your Science Editor puts a curious gloss (December 27) on the continuing dispute over nuclear testing. In another five years or so, he writes, "there may be little need of more nuclear test explosions by the US and Britain and perhaps by the Soviet Union too."

Many specialists would have

movement independent of the chairman, but may have trouble finding sufficient favour on the moderate wing of the organisation. Abu Jihad, who is in charge of military operations and is perhaps Mr Arafat's closest associate, has broader appeal.

Mr Arafat has, in the past, defended predictions of his demise—either political or physical—when his position appeared more precarious than now.

In Beirut during the summer of 1982 he was under siege for several weeks by the Israelis; in the autumn of 1983 he was again ferried out of Lebanon in the face of a determined assault by Palestinian dissidents backed by Syria; and only last October he was reported to have narrowly missed death when Israel bombed the PLO headquarters in Tunis.

Many observers in the Middle East believe, however, that the end of a political era is approaching, and that a watershed in the Palestinian cause is in sight. In Palestinian circles, there is talk of a post-Arafat generation. What this will bring is unclear, but it may lead to a hardening of Palestinian attitudes. King Hussein's persistent and gloomy prediction that a "last chance" for peace is being squandered may prove correct.

THE CASE for sterling's participation in the exchange rate mechanism (ERM) of the European Monetary System was examined last year by the Treasury and Civil Service Committee, which voted for procrastination. The opposition seemed to be based principally on concern lest sterling should be tied to too uncompetitive a rate to the D-mark.

A devaluation bias to seek to improve UK competitiveness is not, however, the best—or even a good—argument for staying out as the London Business School pointed out last October, there are strong arguments for going in at an apparently uncompetitive rate but "any experience suggests only in the situation to make progress in reducing our inflation rate to German levels. Sterling has fallen by about 7 per cent against the D-mark in the meantime, and this will renew calls for the pound's participation. But there is a better reason for deferment—one which merited only four paragraphs in the committee's report: sterling's position as an international currency.

The LBS saw this point: "If we joined ... we would be attempting to link two freely-floating international currencies" (the pound and the D-mark), "with open capital markets." But it was the draw-off on a temporary lending solution of the sale of oil bonds to Britain's EMS partners to counter the effects of oil-prices related capital flows. This is not the answer. Foreign exchange dealers would not necessarily behave in the economically rational way suggested. As oil and other commodity prices move together, so the effect of oil prices on sterling will be cancelled out. Sterling is not just an oil currency—despite recent concentration on this aspect—and its price is susceptible to a wide range of other influences which change in weight constantly in response to both reason and fashion.

Since capital flows bulk even larger than trade payments, there are currently only five major international investment currencies—the US dollar, the yen, the D-mark, the Swiss franc and sterling. All float relatively freely against each other in the event of all their accompanying measures, could be extremely

Exchange rates

The strains of linking sterling to the EMS

By Peter Robeson

market heavily influenced by exchange rate expectations. Each of them needs a considerable degree of exchange rate elasticity to absorb the buying and selling pressures that fluctuate throughout each trading day. The potential influence of the Group of Five is still a very long way from being able to "smooth" markets effectively and continuously even if that were an objective to which all the respective governments were committed.

None of the other currencies participating in the ERM—from the D-mark falls into this major category so that the EMS bloc itself can be virtually insulated from the cross-currents that arise particularly from international investment considerations. The EMS as presently constituted is actually a D-mark block with the other ERM currencies floating narrowly up and down on the D-mark's dollar rate tide.

The EMS has enjoyed a long period of internal stability but mostly because of a very strong dollar and weak D-mark. To date, the dollar's decline, under G5 intervention influence, has not provoked internal EMS strains. This owes much to the emphasis placed on the yen/dollar aspect and, in smaller degree, to such EMS economic convergence as has taken place. If sterling had been in the EMS, the past would not have been so peaceful and the immediate future prospect—particularly if the dollar were to make a further downward lurch—would almost inevitably include a major speculative attack on whatever (fixed but adjustable) sterling/D-mark parity had been agreed upon with the market having access to almost limitless ammunition.

The choice of parity for entry would clearly pose a—largely political—problem and one aggravated by the wide divergence of economically well-informed and data-supported opinion about the appropriate level. Since such parities are adjustable as well as fixed, particularly in this case, it would be bound to be seen as a target to be shot at. The battle to contain such speculation and the eventual adjustment with all their accompanying

The author was a member of the Exchange Department of the Bank of England until 1979 and foreign exchange adviser to Berling until 1982.

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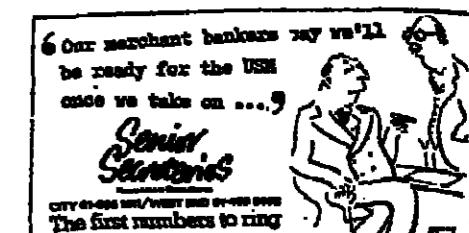
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FINANCIAL TIMES

Wednesday January 8 1986



SUHARTO TACKLES ECONOMIC SETBACKS WITH AUSTERITY BUDGET PLAN

Painful year ahead for Indonesia

BY CHRIS SHERWELL IN SINGAPORE

INDONESIA, Asia's principal oil and gas exporter, faces its most painful year of austerity for well over a decade under a draft 1986-87 budget presented to parliament yesterday by President Suharto.

Falling world petroleum prices have dramatically undercut the resources of the state, which depends on oil and gas for 70 per cent of its export earnings and, until now, for 60 per cent of its revenues.

The result is an upset for the current 1984-85 development plan, which is designed to lead Indonesia to economic "takeoff" in the 1990s, and a setback for President Suharto, the "father of development" who has ruled the country's 165m people since the mid-1960s.

The outlook is increasing hardship at an awkward time - a general election is due next year. "A difficult and hard field of struggle stretches out before us," President Suharto said yesterday.

The balanced budget, which

comes into effect in April, offers a 7 per cent cut on last year's spending to Rp 21,420bn (\$1.1bn) the first deadline for at least 14 years. That is fully 27 per cent lower than the Rp 29,400bn level projected when the five-year plan was announced two years ago.

Development spending suffers the most. At Rp 8,300bn, it is down 22 per cent on the 1985-86 figure and 48 per cent below the projected level.

The other main features of President Suharto's budget speech and accompanying economic figures were:

- Oil and gas revenues will fall 12.7 per cent to Rp 8,740bn, outpacing a 7.1 per cent rise in non-petroleum revenues to Rp 8,100bn. Revenues from foreign aid and credits will also fall significantly, by almost 18 per cent, to \$3,800bn.

- Debt repayments, up 18.7 per cent at Rp 4,200bn, will become the biggest component (close to a third)

of the Government's recurrent expenditure, fractionally larger than all personnel expenditures. Almost all the total is to repay foreign debts. Overall recurrent expenditure is to rise by 5.9 per cent.

The country's foreign-exchange reserves, he said, were "quite adequate" at \$10.7bn. He also firmly ruled out a devaluation of the fledgling rupiah, a subject of continuing speculation as weakening oil hurt rupee revenues.

Looking ahead, the President said there was a need to increase state revenues for domestic resources and to make development spending more efficient. He added that the liberalised banking sector should mobilise more funds.

Although the Government's accumulation of unspent revenues from past years has clearly tended to dampen the economy, President Suharto said existing projects would actually be stretched out rather than scrapped.

President Suharto offered no projections for growth, which econo-

Fermenta negotiates Volvo drugs takeover

By Kevin Done, Nordic Correspondent, in Stockholm

FERMENTA, the fast growing Swedish biotechnology and fine chemicals group, is negotiating the takeover of Volvo's interests in the pharmaceuticals industry in a series of deals that might be worth between SKr 3bn (\$263m) and SKr 3tn.

Trading in the shares of six companies, Fermenta, Pharmacia, Sonesson, Gambo, Ducke and Leo, was halted temporarily on the Stockholm stock exchange yesterday in advance of an expected deal.

Fermenta this afternoon

mists expect will dip below the development plan's target of 5 per cent in calendar 1985 and weaken further this year.

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Although the Government's accumulation of unspent revenues from past years has clearly tended to dampen the economy, President Suharto said existing projects would actually be stretched out rather than scrapped.

President Suharto offered no projections for growth, which econo-

Volvo confirmed yesterday that it had reached the final stages of negotiations with Fermenta, but both sides refused to disclose details.

According to Swedish newspapers, Fermenta has been negotiating the takeover of Volvo's substantial minority stakes in both Pharmacia, Sweden's second largest pharmaceuticals group, and in Sonesson, the conglomerate that includes the Leo and Ferrosan pharmaceutical groups.

The deal is expected to be finalised chiefly by the issue of Fer-

menta shares, which would leave Volvo as the second largest shareholder in the company after Mr El-Sayed, chief executive and majority shareholder in Fermenta.

The acquisitions might be the first stage in a radical restructuring of the Swedish pharmaceuticals and biotechnology sectors, with Fermenta assuming a key role with backing from Volvo, Scandinavia's biggest industrial corporation.

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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Wednesday January 8 1986



Credit rating cut for Texas bank

By William Hall in New York

TEXAS COMMERCE Bancshares (TCB), one of the biggest and most successful banks in Texas, has had its credit rating lowered for the second time in less than a year.

The move is yet another indication of the mounting problems facing Texas banks which have been hit by heavy losses on energy and real estate lending.

Falling oil prices are having an increasingly serious impact on many customers of Texas banks and have undermined the local real estate market. As a result, Wall Street is preparing for a further set of poor figures from the state's local banks when they begin reporting their 1985 results in the next couple of weeks.

Standard & Poor's, the US credit rating agency, yesterday lowered the rating on the bank's senior debt from AA to AA minus.

It noted that TCB's non-performing loans had climbed to a high of \$627m, or 4.6 per cent of loans, from \$357m, or 2.7 per cent of loans, at the end of 1984.

The increase in non-performing loans took place despite \$114.5m of net loan charge-offs over the same period. As a result, earnings in the first nine months of 1985 were substantially down on last year's \$138.8m despite taking \$31m of securities gains.

S&P said that TCB's asset quality problems were partially mitigated by a "strong, high-quality capital base."

Sacilor buys minority interests

By David Houssiau in Paris

SACILOR, the French state-owned steel group, has taken full control of its loss-making long products and engineering steels subsidiaries previously jointly held with Usinor, the country's other nationalised steel company.

Under an agreement announced yesterday, Sacilor is to take over Usinor's 49 per cent stake in both Usinor, the long products company, and Acomsteel, the engineering steels subsidiary. The two subsidiaries made combined losses in 1985 of about FFr 4.5bn (\$602.8m).

Under the arrangements in force last year, Usinor had to absorb 49 per cent of these losses.

• The FFr 4bn bond being issued by Cie Française de Développement Industriel will comprise two equal tranches, one at a fixed interest rate and one at a variable rate.

The 12-year fixed-interest rate tranche will carry a 10.30 per cent coupon and have an issue price of 95.58 per cent. The second tranche will be issued at 95 per cent with a 12-year life, carrying an initial fixed-interest rate of 10 per cent.

David Marsh in Paris examines changes at one of France's largest financial institutions

New era dawns for a sprawling giant

FRANCE'S sprawling Caisse des Dépôts et Consignations (CDC) is a giant cash-moving machine which scoops up savings in one part of the French financial landscape and invests them in another.

A shake-up of French financial markets and shifting government economic priorities are changing the way the machine works - and forcing those running it to adjust long-established operating techniques.

Mr Robert Lion, chief executive of the CDC since 1982 and former senior adviser to Mr Pierre Mauroy, the Socialist Government's first Prime Minister, is piloting the CDC into a new era of competition, reflecting the growing rivalry between the CDC and commercial banks to capture savings.

Captured between a falling French savings ratio and more sophisticated French investors, which are becoming less ready to keep funds in traditional low-yielding tax-exempt savings deposits, the CDC - now 170 years old - can no longer rest on its laurels.

In future, says Mr Lion, the CDC - an important indirect borrower on foreign capital markets and an active manager of international bond issues - will be paying growing attention to marketing its expertise in financial services.

The CDC's main role is to act as the "central bank" for the nation's local savings banks (the Caisse d'Epargne system) as well as the Post Office savings bank.

A large proportion of the funds are then lent at preferential rates to finance local authorities and public housing projects. Last year the CDC lent a total of nearly FFr

COURT DECISION LIKELY TO AFFECT US TAKEOVER STRATEGY

Hanson tightens grip on SCM with further share purchase

By TERRY DODSWORTH IN NEW YORK

HANSON TRUST, the UK industrial holding company, moved into a virtually impregnable position yesterday in its pursuit of SCM, the New York conglomerate, when it bought a large block of shares in the US group to take its stake up to about 46 per cent.

Wall Street analysts said Hanson picked up at least 30 per cent of SCM's stock in an early morning flurry of trading. The share purchases followed a late-night court decision on Monday clearing the way for the US company to proceed with its \$228m bid for SCM, in which it already holds a stake of about 30 per cent.

Hanson's move came while SCM launched a last-ditch attempt to block the Hanson offer by announcing that it would seek a rehearing of the Appeals Court ruling by the full panel of 12 judges for the New York Second Circuit.

Wall Street arbitrageurs, however, indicated that this manoeuvre had little chance of succeeding. Within minutes of the opening of the New York Stock Exchange, the SCM share price jumped by 5% to \$74%, only 25 cents below Hanson's all-cash offer for the company and well over the \$74 a share cash and paper being offered by Merrill Lynch, the Wall Street securities company, in a bid which included some of SCM's management.

Sir Gordon White, chairman of Hanson's US activities, said yesterday he was "delighted" by the Appeal Court decision, which overturned a lower court ruling against Hanson by a two-to-one majority.

The crucial aspect of the judgment was its rejection of the use of a so-called "crown jewel lock-up option" which had been granted by SCM to Merrill to induce the securities group to go ahead with its \$74 a share offer for the company.

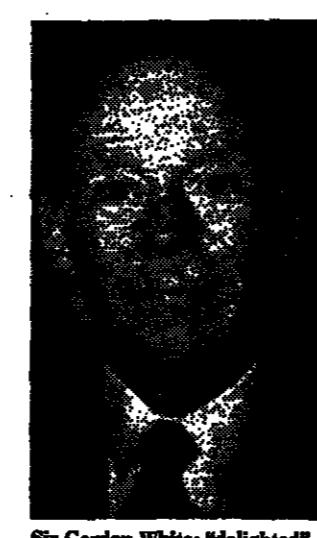
Under the lock-up, Merrill had the right to buy two of SCM's premier businesses at a pre-ordained price if anyone else acquired more

tors. This informal rule, established through case law, presumes that boards know what is best for a company since they represent shareholders, and that the law should only intervene where there are clear cases of breaches.

In the Revlon case and now SCM, the courts have indicated that they will scrutinise boardroom responses during a takeover battle with particular care when a lock-up option is at stake - particularly in a conflict which involves a bid from an organisation in which the management of the target company has an equity interest.

These principles were made particularly clear in the Revlon litigation, where a lock-up option was denied because the court held that it was a give-away price which had not been validated by any independent adviser.

Initially it looked as though SCM would win its battle against Hanson partly because, in a crucial difference to the Revlon ruling, it had secured an independent valuation



Sir Gordon White: "delighted"

from Goldman Sachs, its investment banker.

The two judges in the appeals court, however, seriously questioned the way in which this evaluation had been accepted by the SCM board and ruled that the directors "manifestly declined to use time available for obtaining information that might be critical, given the importance of the business judgement to be made".

The judges said the directors had given only cursory consideration to the proposed lock-up, had not investigated the price of the deal sufficiently and had acted in a way which did not help the bidding process for the company.

Their overriding concern, they said, was to allow the forces of the free market to determine the outcome of the battle.

Despite the very strong dissenting opinion of one of the judges, the federal court decision is likely to have a considerable impact on takeover strategy throughout the US. Lock-up options have frequently been used successfully in the past as devices to encourage a bid which might otherwise not be forthcoming, since they give the bidder the guarantee of acquiring some assets even if its overall offer fails.

More recently, in the frenetic takeover activity of the last two years, lock-ups have been used increasingly as a defensive device to stimulate a rival bid to unwanted offers. In the SCM case, and in a previous takeover battle at Revlon, the lock-ups were used even more defensively to protect defensive bids in which the management of the companies had some interest, because they would have formed part of the team taking over the business in leveraged buyout agreements.

In the past, the courts have usually accepted lock-ups under the "business judgment" rule, which broadly holds that judges should not second-guess boards of direc-

tors. This informal rule, established through case law, presumes that boards know what is best for a company since they represent shareholders, and that the law should only intervene where there are clear cases of breaches.

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more than half the new business in 1985, Mr Desgeorges said.

Orders from French state institutions such as the railways, the coal board and the electricity utility now represented only about 20 per cent of total orders compared with between 33 and 40 per cent five years ago, he said.

The formal announcement this week by the French authorities that France would in future order only one new nuclear power plant a year for its electricity system further confirmed Alsthom's need to rely increasingly on export markets, Mr Desgeorges said.

Mr Desgeorges indicated that the company was expected to report a fall in earnings in real terms for 1985.

Exports accounted for about 50 per cent of Alsthom's new orders last year. Even this was distorted because in 1985 the company received a large French order to construct the new high-speed train link in western France.

Excluding this order which was accounted for in the 1985 figures but which would run over a period of years, exports accounted for

more than half the new business in 1985, Mr Desgeorges said.

At market value, its stock of bonds totalled FFr 174bn, accounting for more than 14 per cent of the total capitalisation of the French bond market.

The CDC's role in smoothing out fluctuations on the capital markets - its celebrated function as the "gendarmerie" of the markets - is not inscribed in its statutes but has grown up *de facto* as a result of its size, says Mr Lion.

"We are responsible for a lot of savings. France is not a country where people are used to large fluctuations in market values," he says. "We are counted on sometimes to prevent panic."

On two notable occasions November and December last year the CDC and French nationalised banks organised big bond purchases to help stem a monetary stamp in prices on the French capital market. The intervention proved effective and profitable.

Mr Lion says the CDC intervenes on the markets only with its own money (including a small bond market intervention fund especially assigned to it by the Government) rather than with savings entrusted to it through mutual funds.

He adds, however, that the task of steady the bond market and maximising return on its own investments might in the future confront the CDC with a contradiction of objectives.

Mr Jacques Delmas-Marsal, CDC deputy managing director in charge of financial activities, stresses that the group plays a role of "automatic stabiliser" on the French financial markets.

INTERNATIONAL BONDS

UBS launches \$300m issue

UNION Bank of Switzerland set the Eurobond market alight last night with a \$300m, seven-year issue carrying warrants to buy participation certificates, writes Peter Montague, European Correspondent, in London.

The deal caught the mood of a bond market that has been avidly eyeing equity-related deals and was doubly attracted by this one from a Swiss bank with its proven in-house placing muscle.

The 5% per cent paper which is priced at par soared immediately to 101 though it still has some way to go on the bank's previous issue of 96.5 per cent bonds which was trading at 125.

UBS (Securities) is sole lead manager of the deal, and there will be no co-managers. But in an effort to assure an international distribution of the paper and reduce the flow-back to Switzerland, a result of underwriters is being formed.

Each bond will carry four "A" warrants exercisable between January 1 1986 and November 30 1990 and four "B" warrants exercisable up to the end of January 1992. The exercise premium is indicated at 2 to 5 per cent on the "A" paper and at 10 to 14 per cent on the "B" paper.

The deal lived up to a day that was otherwise beginning to look rather lacklustre in the dollar primary market with only two other fixed-rate bonds launched, neither of them exactly a runaway success.

Norsk Hydro is raising \$100m over five years with a coupon of 8% per cent and issue price 99% through Swiss Bank Corporation International and Paceco Financial, an arm of the US truckmaker launched a \$100m, five-year, 8% per cent bond at 100% through Morgan Stanley and Merrill Lynch.

The rights of the defensive side in takeovers has also recently been reinforced in at least one aspect by the judgment of a Delaware court in upholding a controversial type of "poison-pill" mechanism which makes it prohibitively expensive to try to launch a hostile bid for a company.

In that case the court argued that the directors were not trying to entrench management but were giving themselves the flexibility to bar gain with rival bidders in the event of a takeover attack.

As a result of the subsequent reorganisation of the two banks' syndicate groups into one, Montagu's team has been strengthened with the addition of executives from Midland and from outside.

Mr Richard Tickner, director in charge of syndicate, research and arbitrage, said it should not give rise to unease about the bank.

Following Midland Bank's assumption of full ownership of Montagu last year, the merchant bank had been clearly designated as the worldwide capital markets arm of the Midland group, Mr Tickner said.

As a result of a subsequent reorganisation of the two banks' syndicate groups into one, Montagu's team has been strengthened with the addition of executives from Midland and from outside.

Mr Richard Gillingham, head of swaps and arbitrage, is additionally taking on Mr Lyons' former role as syndicate manager.

International bond service, Page 16

EBC Bank bond average		
Jan 7	105.125	Previous
1985	105.028	Low
1986	105.028	High

and investors have some difficulty swallowing them.

As a result both bonds traded only narrowly inside their fees though the Norsk Hydro deal from a well-known name which is popular with European investors improved in line with the market during the afternoon.

The floating-rate note market which has been in the doldrums recently was featured by a \$200m, eight-year issue for Ferrovie dello Stato, Italian state railways, which is led by IRB International and carries interest at the six-month London Interbank Offered Rate for Eurodollar deposits (Libor).

Expected soon is a \$300m issue for Indonesia which will be that country's first borrowing in the international capital markets since April last year and a test of its market standing in the light of falling oil prices.

Indonesia does not urgently need to borrow abroad but has chosen to raise fresh funds rather than wind down its unused credit lines of about \$2.3bn. The deal is expected to carry a 15-year life and bear interest at 7% per cent over six-month Libor.

Elsewhere the French franc sector saw its first deal of the year in the form of a FFr 450m, eight-year, 10% per cent issue for the Council of Europe which was priced at 100% per cent by lead manager Société Générale. The deal was well received in this tightly regulated market with its strict queuing system which will see only one other bond from January, a FFr 350m issue for Deutsche Bank.

Deutsche Bank Capital Markets team has been strengthened with the addition of executives from Midland and from outside.

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International bond service, Page 16



Investors in Industry Group plc

U.S. \$125 million

Private placements and associated interest and long-dated currency swaps for the equivalent of U.S. \$125 million have been arranged by

S. G. Warburg & Co. Ltd.

INTERNATIONAL COMPANIES and FINANCE

FT INTERNATIONAL BOND SERVICE

Wessanen expects strong results

By Our Financial Staff

WESENANEN, the Dutch foods group which a year ago raised funds through the London share market, expects profits for 1985 to show a further strong increase.

The company said yesterday that sales had improved and that net profits would grow by about 25 per cent. For 1984 net earnings rose by 30 per cent to F1 48.1m (\$17.7m).

Wessanen, which is listed on the Amsterdam bourse but which raised \$9.5m (\$13.5m) in London at the end of 1984, also plans a share split. It proposes a four-for-one offering.

Profits had improved last year after benefits from the programme to diversify into more value-added specialised food products, the company said.

Officials cited the European flour division's expansion into the profitable grain feedstocks for the brewing industry as an example of this strategy.

The company also disclosed that it planned around F1 100m annually in capital investments for existing businesses in Europe and the US over the next three years.

European Options Exchange studies oil products move

BY LAURA RAUN IN AMSTERDAM

THE European Options Exchange (EOE) and Rotterdam businessmen are considering launching the world's first options on crude oil and refined products this year.

The initiative marks another foray by the EOE in the increasingly competitive battle among the world's securities exchanges to gain investors' business. The Amsterdam-based EOE, the sixth largest options exchange in the world, has already pioneered internationally linked trading in currencies and precious metals.

Mr Tjerk Westerterp, EOE general director, said yesterday that a feasibility study on a proposed oil options exchange located in Rotterdam should be finished by June at the latest.

The study group comprises Mr L. W. Scholten, an EOE director; Mr G. Vanpraagder, a representative of the Rotterdam Chamber of Commerce; and Mr Hoossegrande Bisschop, a former vice president of Bache Exporting Countries (Opec).

Options, which provide the right to purchase a certain underlying value during a specified period of time, could offer hedging as well as speculative opportunities.

Crude output at the main Jumundheim plant dipped to 5.5m tonnes last year from the 5.5m tonnes of 1984.

But overall group profits improved against the 1984 result of F1 206.5m (\$7.5m) after tax.

The 1984 result allowed Hoogovens to pay its first dividend for eight years. The company ran up losses amounting to F1 1.3bn in between 1973 and 1982 and turned in a further deficit of F1 384m for 1983.

Hoogovens gave no forecast for current-year profits but is confident about the future following the success of the restructuring plan of the past two years.

Stahlwerke Peine-Salzgitter, the steel arm of the state-owned Salzgitter group, made a net profit in the year ended September 1985 after posting a net loss of DM 144m (\$60m) a year earlier. However, the profit was not big enough to wipe out the previous year's loss.

Nord has a share capital of SKr 50m (\$6.5m) – the Arab insurance group of Bahrain owns a 15 per cent stake – and hopes to capture less than 1 per cent of the SKR 5bn Swedish corporate insurance market this year.

Nord will market policies aimed primarily at small and medium-sized business customers through established insurance brokers and so aims to hold down overheads. It will also enter the credit guarantee market.

The move will make it the first Japanese pharmaceutical company to be listed on the exchange. Yamamoto is seeking to internationalise its operations and is considering building a production facility in France to produce anti-ulcer agents.

The group's main export markets are Europe and Southeast Asia.

Hoogovens boosts profit to F1 206.5m

By Our Financial Staff

HOOGOVENS, the Dutch state-owned steel group expected for privatisation, has achieved increased profits for 1985 despite reduced steel output.

Crude output at the main Jumundheim plant dipped to 5.5m tonnes last year from the 5.5m tonnes of 1984.

But overall group profits improved against the 1984 result of F1 206.5m (\$7.5m) after tax.

The 1984 result allowed Hoogovens to pay its first dividend for eight years. The company ran up losses amounting to F1 1.3bn in between 1973 and 1982 and turned in a further deficit of F1 384m for 1983.

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New Swedish insurer

BY DAVID BROWN IN STOCKHOLM

SWEDEN'S troubled insurance sector has seen the entry of a new company, Försäkrings AB Njord, which is concentrate on the property, corporate and transport sectors.

Njord, the first such company to be established in Sweden for over 40 years, hopes to compete by offering cheap insurance when most big groups, among them Skandia, Folksam and Tryg-Hansa, have had to raise premiums in the face of sharply deteriorating earnings.

Njord will market policies aimed primarily at small and medium-sized business customers through established insurance brokers and so aims to hold down overheads. It will also enter the credit guarantee market.

The move will make it the first Japanese pharmaceutical company to be listed on the exchange. Yamamoto is seeking to internationalise its operations and is considering building a production facility in France to produce anti-ulcer agents.

The group's main export markets are Europe and Southeast Asia.

Yamanouchi to list in Paris

TOKYO: Yamanouchi Pharmaceutical, a leading Japanese pharmaceutical concern, is to be listed on the Paris Stock Exchange in April.

The move will make it the first Japanese pharmaceutical company to be listed on the exchange.

Yamanouchi has a share capital of SKr 50m (\$6.5m) – the Arab insurance group of Bahrain owns a 15 per cent stake – and hopes to capture less than 1 per cent of the SKr 5bn Swedish corporate insurance market this year.

AP-JN

The list shows the 200 latest international bond issues for which an adequate secondary market exists. The following are closing prices for January 7.

U.S. DOLLAR STRAIGHTS	Issued	Std	Other	Change on day	week	Yield	OTHER STRAIGHTS	Issued	Std	Other	Change on day	week	Yield
Amer IP's 82	100	100.0	100.0	+ 0.0	- 0.0	5.0%	Reuter Ass't 12% SOAS	50	96.7	97.0	+ 0.0	- 0.0	5.0%
Amer Credit 10% 82	100	100.0	100.0	+ 0.0	- 0.0	5.0%	Creditanstalt 12% BMAS	50	95.0	95.0	+ 0.0	- 0.0	5.0%
Amer Credit 10% 83	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Peugeot Cap. Res. 13% BMAS	50	97.0	97.0	+ 0.0	- 0.0	5.0%
Australia Com 11% 80	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Swed. Bond 12% 80 CS	75	100.0	100.0	+ 0.0	- 0.0	5.0%
Australia Com 11% 80	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Canadian Pac. 10% 80 CS	75	100.0	100.0	+ 0.0	- 0.0	5.0%
BP Capital 10% 82	100	100.0	100.0	+ 0.0	- 0.0	5.0%	CBC 10% 80 CS	75	100.0	100.0	+ 0.0	- 0.0	5.0%
Canada 11% 80	100	100.0	100.0	+ 0.0	- 0.0	5.0%	General Fin 10% 80 CS	75	100.0	100.0	+ 0.0	- 0.0	5.0%
Canada 11% 80	100	100.0	100.0	+ 0.0	- 0.0	5.0%	Montreal 11% 80 CS	75	100.0	100.0	+ 0.0	- 0.0	5.0%
Canadian Pac 10% 83	75	100.0	100.0	+ 0.0	- 0.0	5.0%	Soc Fin Acad 10% 80 CS	75	100.0	100.0	+ 0.0	- 0.0	5.0%
CEPIM 10% 81	100	100.0	100.0	+ 0.0	- 0.0	5.0%	Winnipeg Gas 10% 80 CS	50	100.0	100.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Chrysler Fin Corp 17.5% NS	65	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	K.O.P. 10% 91 7.5% NS	70	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Bayer Vinylen 9% BRECN NS	70	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Chrysler Fin Corp 9% BRECN	75	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Xerox Canada 8% 80 ECU	40	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Honda Motor 8% 80 ECU	100	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Imp Chem India 10% 82 ECU	75	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Mitsubishi 10% 80 ECU	40	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Mitsubishi Fin HK 11.6% C	20	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Prudential 11% 82 ECU	20	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Presto Xerox 11% 82 ECU	40	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Royal Ind 10% 82 ECU	50	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Tricor Fin 10% 82 ECU	50	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	Unilever 11% 82 ECU	50	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	World Bank 11% 82 ECU	60	98.0	98.0	+ 0.0	- 0.0	5.0%
Denmark Com 12% 82	200	100.0	100.0	+ 0.0	- 0.0	5.0%	World Lux Alum 10% 82 LF	800	98.0	98.0	+ 0.0	- 0.0	5.0%

Average price change On day + 0.0 on week + 0.0

Average price change On day - 0.0 on week - 0.0

Average price change On day + 0.0 on week + 0.0

Average price change On day - 0.0 on week - 0.0

Average price change On day + 0.0 on week + 0.0

Average price change On day - 0.0 on week - 0.0

Average price change On day + 0.0 on week + 0.0

Average price change On day - 0.0 on week - 0.0

Average price change On day + 0.0 on week + 0.0

Average price change On day - 0.0 on week - 0.0

A

INTL. COMPANIES & FINANCE

Sears subsidiary acquires 20% stake in Hagemeyer

BY DAVID DODWELL IN HONG KONG

SEARS WORLD TRADE, a subsidiary of the US retail group, yesterday completed its US\$30m deal by which it will take a 20 per cent stake in Hagemeyer, the Netherlands-based trading subsidiary of Hong Kong's First Pacific International.

The deal has been under negotiation since July last year. As well as subscribing to new shares in Hagemeyer at a cost of £15.5m, Sears will acquire a majority interest in some of Hagemeyer's subsidiaries for \$14.5m, and will pay \$6m to refinance "certain intercompany accounts" in Hagemeyer.

In September, First Pacific International announced losses amounting to \$3.3m for the first half of 1985. These were largely due to the poor performance of

Hagemeyer, which accounts for over 90 per cent of First Pacific International's turnover. The deal is part of an attempt to reduce group dependence on commodities trading. First Pacific's stake in Hagemeyer fell from 69 per cent to 55 per cent on completion.

First Pacific International is the trading and distribution arm of First Pacific Holdings, which is controlled by the Liechtenstein family and associates in Indonesia. It has had troubles linked with Hagemeyer since it took control of the 85-year-old group almost five years ago.

In 1982, US customs officials investigated whether coffee shipments arranged by a Hagemeyer subsidiary had entered the US in violation of the international coffee agree-

Japan lifts guaranteed foreign bond ceiling

By Yoko Shikata in Tokyo

THE JAPANESE Ministry of Finance decided on Tuesday to set the ceiling on issuance of government-guaranteed foreign bonds in fiscal 1986 rising April 1 to ¥500bn (US\$3.77bn), up ¥60bn over the current year. The increase reflects the inclusion of subway construction and sewerage system projects by the Tokyo Metropolitan Government into the nation's domestic demand expansion package, as well as a bond issue by the Kobe Municipal Authorities.

The Tokyo Metropolitan Government plans to float ¥100m of bonds, including ¥50m worth in the US—the first such issue in 22 years. The cities of Kobe and Yokohama plan to float ¥100m of bonds each.

Issuers will also include Japan Development Bank with ¥123bn, Japan Air Lines (JAL) with ¥50bn and the Export-Import Bank of Japan with ¥50bn.

The MOF plans to amend its guidelines to increase issues in the Euromarket and the US market in a shift from the previous emphasis on the domestic market.

Collages on government-guaranteed foreign bond issues have increased steadily from ¥154bn in fiscal 1981 to ¥219bn in 1982, ¥469bn in 1983, and ¥603bn in 1984. The fall in the current fiscal year to ¥500bn was caused by Nippon Telegraph and Telephone (NTT), usually a large issuer, and the Bank of Japan not floating such bonds.

JAL to pass dividend payments

BY OUR TOKYO STAFF

JAPAN AIR LINES, the national flag carrier will pass its dividend payments for the current year to March. In his New Year's address Mr Susumu Yamaji, JAL's new president, said the company would find it extremely difficult to secure the profits needed for dividend payments. He also said JAL would barely be able to break even in the year to March 1987.

Mr Yamaji's remarks indicated that the crash of JAL flight 123 last August, which killed 260 people, requires heavy expenditure. They also reflect the impact of moves by passengers away from JAL after the worst single plane accident

in aviation history. After the August crash, JAL revised downwards its pre-tax profits projections for the current year to ¥7.3bn from the initially forecast ¥21.5bn, but it now seems that JAL will find it hard to achieve even the revised target.

JAL suffered a 25 per cent decrease in domestic passengers in the quarter to December. In the peak year-end and new year period, there was an 11.5 per cent fall in domestic passengers, while All Nippon Airways and Toa Domestic Airline managed to equal the previous year's record.

After skipping dividend pay-

ments in fiscal 1982 and 1983 after a plane crash off Tokyo International Airport at Haneda in January 1982, JAL made dividend payments in 1984.

Mr Kaoru Ii, the president of Sanyo Electric Company is prepared to resign to take responsibility for the marketing of faulty oil heaters blamed for four deaths and 41 cases of illness from carbon monoxide poisoning, AP-DJ reports from Tokyo.

The president of the major home electric appliance company will offer his resignation to shareholders at a general meeting in February, the company said.

John Elliott on a London-based businessman's troubles in India

Swraj Paul withdraws from share battle

MR SWRAJ PAUL, a London-based Indian-born businessman who has been fighting a controversial company share transfer battle in New Delhi for the past three years, has decided to reduce his personal involvement in India.

This follows both a boardroom setback in his attempt to buy shares in Escorts, a New Delhi engineering and automotive company, and a tussle with his Calcutta-based brothers over the management of a ₹580m (US\$81m) worth of chemical and fertiliser projects being promoted by the Paul family in India.

Yesterday, shortly before he left for London at the end of a three-week holiday in India, Mr Paul said for the first time that he was prepared to sell stakes of 7.1 per cent and 13 per cent he bought early in 1983 for ₹80m in Escorts and in DCM (formerly Delhi Cloth Mills), another major New Delhi company. He feels "let down" by the Indian government and public sector financial institutions and said: "If the institutions want me to sell, I will. I will sell."

The decision has come at a time when Mr Paul has been suffering other business setbacks. His Calcutta group in the UK has had financial problems with Fidelity, an electronics company it bought 15 months ago. Mr Paul also says he expects to lose ₹3m as a result of the closure of the loss-making Nova Park luxury hotel in Paris of which he is a former chairman as well as an investor.



Mr Swraj Paul, chairman of the Caparo group

and steels company bought small stakes in both companies.

Escorts and DCM refused to register the shares and a major row blew up in 1983 between the Indian industrial establishment fearing the predatory power of rich non-resident Indians.

After losing court battles

over the share-purchase, the Indian Supreme Court delivered a judgment last month which was a setback for Escorts.

But it failed to clear

Mr Paul's share purchases and

also endorsed the boardroom

authority of public sector

financial institutions, which

own controlling stakes in both

companies.

The main blow to Mr Paul's

pride came in the past fortnight when the financial institutions backed the family

managements of both DCM and Escorts, even though the share

ownership issue is still to be

resolved by the Reserve Bank

of India following the Supreme

Court judgment.

In Escorts, the institutions

renewed five-year management

contracts for Mr Hari Nanda

the founder chairman, and his

son, Rajan.

"I am no longer going to

try to influence the running

of these companies. I am

quitting," said Mr Paul, who

has accused the families of

corrupt and inefficient manage-

ment.

The dispute, however, is far

from over and it is likely

that Mr Paul's brothers in

India will continue the battle.

Mr Surendra Paul, the

youngest of four brothers and

This announcement appears as a matter of record only.

\$500,000,000

Commercial Paper Program

for

Commerzbank U.S. Finance, Inc.

guaranteed by

Commerzbank A.G.

MORGAN STANLEY & CO.
Incorporated

January 8, 1986

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MANUFACTURERS HANOVER TRUST COMPANY

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December 1985

Cleveland/New York/Stockholm

US \$1,800,000,000

Saitama International (Hong Kong) Limited
(Incorporated in Hong Kong)

US \$100,000,000

Guaranteed Floating Rate Notes Due 1995

Holders of Floating Rate Notes of the above issue are hereby notified that for the second Interest Period from 8th August, 1985 to 7th February, 1986 the accumulated interest amount payable is US \$412.02 per US \$10,000 nominal.

Agent Bank

Bank of America International Limited

European Economic Community**Floating Rate Notes Due 1990**

Interest Rate 8 1/16% per annum

Interest Period 8th January 1986
8th July 1986

Interest Amount per
U.S. \$250,000 Note due
8th July 1986 U.S. \$10,134.11

Credit Suisse First Boston Limited
Agent Bank

All of these Securities having been sold, this announcement appears as a matter of record only.

December 11, 1985

3,500,000 Shares

Paine Webber Group Inc.**Common Stock**
(\\$1 par value)

PaineWebber
Incorporated

Bear, Stearns & Co. Inc. The First Boston Corporation Alex. Brown & Sons Daiwa Securities America Inc. Deutsche Bank Capital Corporation
Dillon, Read & Co. Inc. Donaldson, Lufkin & Jenrette Drexel Burnham Lambert A. G. Edwards & Sons, Inc. Goldman, Sachs & Co.
Hambrecht & Quist Incorporated E. F. Hutton & Company Inc. Kidder, Peabody & Co. Incorporated
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Salomon Brothers Inc. Shearson Lehman Brothers Inc. Smith Barney, Harris Upham & Co. Incorporated
Swiss Bank Corporation International Securities Inc. UBS Securities Inc. S. G. Warburg, Rowe & Pitman, Akroyd Inc.
Wertheim & Co., Inc. Dean Witter Reynolds Inc. Yamaichi International (America), Inc.

INTL. COMPANIES & FINANCE

Hong Kong's 'red capitalist' shrugs off a political role

BY DAVID DODWELL IN HONG KONG

WANG GUANGYING, China's "red capitalist," is dedicating 1986 to "talking less and doing more." The policy is Peking's, and was declared by the People's Daily to be the nation's new year resolution, but is particularly appropriate for the man who has had more than his share of controversy and political firelighting since establishing China Everbright in Hong Kong two years ago.

For many, Wang represents more of what Deng Xiaoping, China's reforming leader, is trying to achieve as he tries to undo the damage of decades of political upheaval, puts greater emphasis on economic growth, and opens the country up to the outside world. As a "red capitalist," he embodies the logic of—and contradictions in—the policy of "one country, two systems" that is being used as a basis for reunifying the mainland with Hong Kong, Macao and Taiwan.

Since he established China Everbright in April 1983, his every move has been dissected by local political and business groups, which see his present re-moulding as more political than commercial. This has been helpful to Wang Guangying, since business deals may not have come his way had partners not been convinced of his influence in Peking. But it has also hampered him. "People treat me differently from an ordinary businessman, and I think this is unfair," he complains.

But, Wang Guangying is not an ordinary businessman. Born in 1919 in Peking, the son of a minister in the Government of the northern warlords, he studied chemistry at Peking's Catholic Fudan University.

From the earliest stage, there was a strong international influence on Wang Guangying's name: a contraction of the Chinese word for England, and reflects the fact that he was born when his father was passing through London on the way to a peace conference in Paris on behalf of his government. His younger sister, Wang Guanmei, draws the "mel" in her name from the contraction for America. This time the conference had been in Washington.

Even as a raw graduate, Wang Guangying was bent on an entrepreneurial career. He used the 2,000 Chinese dollars left over from his wedding in 1943 to set up a business in Tianjin

in partnership with a friend: "I wanted to modernise China by setting up this chemicals factory," Wang recalls.

By 1954 Wang Guangying was set on a political as well as entrepreneurial career, he was appointed vice chairman of the China Democratic National Construction Association, the party's main body for non-state entrepreneurs, and a deputy to the National People's Congress.

His standing no doubt enhanced by the fact of his sister's marriage to Liu Shaoqi,

who was to become Mao Zedong's second-in-command soon after liberation.

While other factory bosses were being thrown out and re-educated, Wang went unscathed. "I didn't suffer because I could hear the policies directly from Liu Shaoqi, Zhou Enlai and Mao himself."

Wang's own nightmares began with the Cultural Revolution, when Liu was thrown out by Mao, vilified as a "renegade, traitor and scab." Big character posters in Peking demanded "Kill Wang Guangying, pull out Liu Shaoqi, make Wang Guangming stink." Wang was thrown into Peking's Qingcheng prison (where the gang of four are now incarcerated) and spent most of the next eight years in solitary confinement.

"I spent a lot of time watching the spider spinning webs in one corner of my cell. Do you know it takes 14 days for a spider's egg to hatch?" When he was released in 1975, Wang was restored to high office by Deng Xiaoping, soon to become vice chairman of the All China Federation of Industry and Commerce, a position he still holds today. "Looking back at the days of the cultural revolution, they were ridiculous," he says. "Nearly 100m people suffered during that time, either directly or indirectly, but it is difficult to settle accounts. The most important thing is to learn a lesson and prevent it from happening again."

Through Everbright, Wang Guangying is doing just that. It is hardly surprising that Hong Kong people refuse to see him and his company as they would most others in the territory. Everbright is intended to be China's first "trans-national corporation." It has a New York office, suspiciously on the 88th floor of the World Trade Centre, and is seeking offices in Europe. It has a general

business is unlikely to generate significant profits for many years. Of 50 projects in China, most are linked with infrastructure development.

Wang Guangying insists that these deals are exploratory in a China that has stood still for the better part of half a century, they are urgently needed, but would never be profitable, even if Wang was not feeling his way with inexperienced staff. The shortage of well-trained Chinese is by far the greatest limit on growth, he claims.

In Hong Kong, many feel they have been more talk than action. There have been long delays on a major property development in Admiralty, near to the central business district. Most projects in nearby Zhuhai amount to cleared sites and little else.

The company was linked with a contract to build a new cross-harbour tunnel in the territory, but has now washed its hands of the deal. Withdrawal from the property deal with Li Kasheng is part of Hong Kong's corporate folklore.

Everbright's core business of introducing foreign equipment and technology into China has grown much more rapidly, and is generating most of company profits. Wang Guangying claims Everbright has imported goods worth US \$600m so far. Little of this is noticed in Hong Kong, since it is handled exclusively by Everbright's Peking subsidiary.

"In China, they don't call me a capitalist—they call me an entrepreneur trying to do something for his country," Wang says. He is at ease with what many outside see as a contradiction between China's socialist government and the re-emergence of entrepreneurs.

agency, and provide confidence for foreign partners.

"I attach great importance to making calculations, and making profits. If we make a loss, no-one will help us," he insists. Many who initially thought he would perform the dual function of boasting confidence in Hong Kong whenever a political issue unsettled the economy, and nurturing projects on the mainland at "attractive" prices, have found their views contradicted by several recent business moves.

Most prominent was his controversial withdrawal from a HK\$1bn (US\$128m) deal with property magnate Li Kasheng. Early reports of the deal had boosted a flagging property market. Abandonment of it drew accusations of market manipulation and insider dealing which have been the subject of a government tribunal for over a year.

Despite this, much of Everbright's Hong Kong-based

business is unlikely to generate significant profits for many years. Of 50 projects in China, most are linked with infrastructure development.

Wang Guangying settles into talking less and doing more, there will be many in Hong Kong who take heart from such words just 11 years ahead of reabsorption into China. As one prominent businessman in Hong Kong noted: "May he and his kind in China live long."

New Issue

These Bonds have been offered and sold outside the United States of America.
This announcement appears as a matter of record only.

September 1985



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(Kabushiki Kaisha Sanwa Ginko)
(Incorporated in Japan with limited liability)

U.S. \$100,000,000

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New Issue
January 8, 1986

All the securities have been sold, this advertisement appears as a matter of record only.



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Deutsche Bank
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TECHNOLOGY

Peter Marsh on efforts to simplify the layout for gate-array devices

Route cause of a chip problem . . .

HOW DO you devise the shortest possible route that takes in the capitals of all 50 US states? That conundrum, known as the travelling salesman problem, has kept mathematicians (and batteries of powerful computers) occupied for decades.

Electronics engineers working with relatively new types of chip called gate arrays encounter similar difficulties. They have to devise ways to link up as many as 3,000 electrical contacts imprinted on a tiny chip in such a way that the semiconductor performs a specific set of operations.

In gate arrays sold by companies such as Fujitsu, Motorola, NEC, Ferranti, Texas Instruments and LSI Logic, chips are produced in a partially completed or "semi-customised" form before having the circuit layout finished to meet specification from the customer.

Each contact on the chip may have to be linked to as many as 20 other points to make the final device suitable for, say, a processing operation in a particular form of product such as an electronic testing system.

For a moderately complicated device, the problem can translate into devising 10,000 different interconnections.

"You can easily get your knickers in a twist," observes Dr Andy Hopper, a director of Qudos, a new company in Cambridge which attempts to simplify the layout process.

BOTH QUDOS' technology and the people behind it are testimony to the network of connections in Cambridge which has made the city Britain's fastest growing centre of small, technology-based concerns.

In particular, Qudos has strong links with Acorn, the Cambridge computer company in which Olivetti of Italy took a majority stake after the enterprise ran into financial difficulties earlier this year.

Mr Peter O'Keeffe and Dr Andy Hopper, two of Qudos' directors, are former directors of the computer company. Also on the design committee's board is Dr Hermann Hansen, Acorn's founder who lost his job as a chairman during the Olivetti take-over but who is still an Acorn director.



Peter O'Keeffe (left) with Dr Andy Hopper and Dr Haroon Ahmed.

dures for gate-array devices with a set of low-cost computer-aided design techniques.

Qudos, backed with a modest investment of about £500,000, plans with these methods to introduce a "do-it-yourself" philosophy into the business of completing the design of gate arrays.

It seeks to disrupt the pattern in which developers of electronic hardware are faced with having to pay large sums to specialised design teams (often from the manufacturers of the gate arrays) to do this job for them.

As a result of low overheads and inexpensive software and hardware methods, Qudos hopes to charge clients "a few thousand" pounds for turning

out on their behalf a batch of chips completed to a specification.

The customer, which would normally be an electronics enterprise employing fewer than 100 people, would do the design work itself, with a £15,000 computer package (see story below).

The bill for the work contracts with the £20,000-£50,000 that an established chip concern would normally charge for completing a gate array in this manner.

In essence, Qudos, which reckons Britain alone contains 5,000 small companies which could use its services and projects an annual turnover in the first year of £750,000, is trying to usher in to the chip business

what home repair kits and expensive power tools have already brought to areas such as car maintenance and decorating.

Moreover, use of gate arrays is a fast growing part of the world's semiconductor industry. Sales of the devices totalled some £600m in 1984, a 50 per cent increase on 1983.

According to some projections, sales may grow fourfold by 1989, to some £2.5bn. That is out of the worldwide market for semiconductors which is currently worth some £15bn a year.

But Qudos may not have chosen the best time to start its business. Sales of semiconductors are dipping and, as a result, established gate-array

companies are cutting their charges for completing the layout on the chip.

The price-cutting has in recent weeks led to the demise of a second UK concern which attempted to operate a similar business to Qudos. Array Logic, set up in Melbourn, Cambridgeshire, a year ago with backing of £2m, has called in the receiver after failing to generate enough business to cover expenses.

A useful tip Bob Whelan, managing director of the company, said that some gate-array companies, particularly Japanese concerns, were discounting their prices greatly. In some cases, they were doing the final layout for nothing, which made it impossible for Array Logic to compete.

"We wish Qudos all the best," said Dr Whelan. "But they may find they suffer the same problems."

According to Mr Peter O'Keeffe, Qudos' managing director, his company will aim to recruit as customers smaller companies than Array Logic. The company is also depending on gaining substantial orders from chip-research groups in universities.

By targeting small concerns which currently do not make much use of gate arrays, Mr O'Keeffe, Qudos' managing director, says some consequences of the price-cutting battles waged by the chip companies.

Qudos will use two electron-beam machines, each built by subcontractors in Cambridge (such as Cambridge Electronic Design and George Lister). At a cost of some £200,000, that compares with the £1m-£2m cost of commercial electron-beam machines made by companies such as Perkin-Elmer and Varian.

In electron-beam hardware, sharply focused electrons trace a circuit pattern on a chip substrate according to instructions in a computer program. The electrons can "draw" the very fine lines

needed to define the thin strands of metal used in the interconnection.

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Under Qudos's plan, customers for its services will buy a £15,000 package which includes the chip-design software and a scientific work station (high-powered computer) made by Acorn. The price also includes a week-long training course at Qudos's offices.



The T90, Interface Unit DMB and MSX personal computer.

Camera that can be connected to a personal computer

CANON, the world's leading single-lens reflex camera maker, has launched a top-of-the-range camera, the T90, to answer to the successful X7000 from Minolta, its main rival, a year ago.

Like its competitor, the T90 contains several innovations.

For example, it is the first conventional machine which can be connected to a personal computer.

Using the link it is possible to enter details about each frame such as exposure, date, taken and reference number.

This is aimed at professionals such as doctors and dentists, for example. It is a step towards the day when photography becomes totally electronic, as has been demonstrated with Sony's Mavica camera.

With the T90, Canon wants to strengthen its position in the SLR market which has been in decline for several years. Only the top of the range, where cameras cost more than £200, are still being sold.

The T90 also includes three tiny motors instead of the normal single motor to control film frame advance, shutter and automatic rewinding. This has resulted in a relatively low-power consumption and compact motor drive compared with other models.

Camera makers believe that bringing out more sophisticated cameras is the way to woo customers.

The T90 is in that mould. Canon says it contains all the electronic features, apart from automatic focusing, likely to be needed in a camera. Apart from the fact that it has eight picture modes, it is one of the fastest on the market, capable

of shutter speeds of 1/4,000th of a second. Canon says only five other cameras can operate as quickly but all are less powerful.

The T90, to be contrasted with the T90, will run both the shutter and high-speed motor drive on four AA size batteries.

The high-speed shutter, which Canon calls its permanent magnet shutter, has required five technical innovations in shutter mechanics. These include a light-weight, specially-coated aluminium shutter blades designed to withstand the shock of high-speed working but light enough to move quickly with little effort and low power consumption.

A novel spring mechanism, acting like a car's turbocharger, supplies an additional burst of power when needed.

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UK COMPANY NEWS

Beazer closer to gaining control of French Kier

BY DAVID GOODHART

C. H. Beazer yesterday came closer to taking control of French Kier when it increased its stake in the construction group from 38 per cent to 43 per cent. However, talks over a management structure for the combined company between Mr John Mott, French Kier's chairman, and his counterpart, Mr Alan Beazer, broke up after only 20 minutes, with no agreement.

A statement released on behalf of French Kier said: "Beazer was unable to satisfy the objectives of the board of French Kier with regard to the arrangements for separating the long-term future of a Beazer/French Kier merged group."

Following the 27 per cent increase in the Beazer offer on

Monday the Bath-based housebuilder will clearly have no trouble taking control but is clearly keen to get a positive recommendation from the French Kier board.

The main stumbling block to such an agreement appears to be different views on the role of non-executive directors, and in particular on the role of Mr John Mott, who is himself a non-executive.

French Kier and its advisers, Morgan Grenfell, believe that the presence of heavy-weight outside directors is a necessary influence especially on a company like C. H. Beazer which has grown very fast very quickly.

Mr Mott repeated yesterday

that Beazer's new offer made the differences between the two companies "only marginal" on price. He would not comment on the disagreement over management structure, but he said no further talks had been planned and the French Kier board would make a decision on what recommendation to make to shareholders when the new offer document was officially disclosed on January 11.

Beazer's cash offer of 285p a share values French Kier at £11m with the share offer of 21.3p in cash for every 11 French Kier shares valuing each share at 235p, 7p above last night's closing price of 228p.

Pepe jumps 54% to £1.9m

GOOD PROGRESS has been made by the Pepe Group in the half year ended September 30 1985. And the present level of trading gives confidence that the group will enjoy another successful year, says the chairman, Mr Roger Rowland.

The group designs, imports and wholesales men's and ladies' casual wear and jeans. It turnover in the half year shot up by nearly 10 per cent from £5.78m to £14.3m, while the pre-tax advanced by 54.3 per cent from £1.2m to £1.9m.

Pepe came to the USM last March with a forecast of £2.5m profits for the year ending March 31 1985. In the event the group made £2.63m and paid a final dividend of 15p per share, the annual indicated rate was 3p.

As promised, the group is initiating interim dividends and has declared a payment of 1.5p.

Mr Rowland says in the half year the cautious expansion continues in the US with sales rising substantially as customer outlets grew to over 500. All Pepe merchandise was well received, especially the jeans.

The market in the UK was good and sales of all products increased, he reports. The new ranges of casual wear, for ladies

and youths, attracted great interest when introduced and this bodes well for the future. The first benefits from shoe franchises were received. Pepe Ireland continued to prosper.

The chairman says the new headquarters at Willesden are nearly completed, and the group will be installed by the end of this month.

After tax £829,000 (£545,000) and minority £14,000 (£13,000) the net attributable profit for the half year came out at £1.02m (£648,000). Earnings are shown to be 4.5p (3.6p) per share.

• COMMENT

The unfashionability of fashion stocks gave Pepe's shares a serious battering immediately after the company's flotation last March, but the combination of last year's strong full-year results and yesterday's interim has restored confidence to the point where the shares are most of the way back to their 100p issue price. The absence of any geographical or product break-down at the half-way stage leaves the precise source of the profits growth a bit of a mystery, but it seems to be an

all-round affair. Pepe continues to defy the gloomy trend for denim and enjoyed better-than-expected results for its quality jeans both at home and abroad, while its cautious approach to the US market and its abstaining from the temptations of retailing seem to have saved it from the misfortunes which have afflicted French Connection and Cecil Gee. Some 3.5m is probably well within reach for the year, putting the share, up 11p at 56p, on a prospective p/e ratio of under 11 after a 44 per cent tax charge. With continued growth in prospect from the launch of women's and children's ranges, the rating still looks undemanding.

BHS-Habitat unconditional

The £1.2bn merger between Habitat-Motherscare and British Home Stores has been declared unconditional. By Monday afternoon shareholders for the first time had received for 56.9 per cent of BHS shares and 71.05 per cent of Habitat's. The offer will remain open until further notice.

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Asprey surges to £5.55m at six months

GROWTH AT Asprey gathered pace through the first six months of the year, and at the pre-tax level profits showed an improvement of £2.36m at £5.55m.

Mr John Asprey, the chairman, says the results were unusually high and reflected a number of major transactions effected during the period.

He tells shareholders that business remains buoyant and adds that as he indicated in his 1984-85 statement a substantial improvement in trading levels is expected for the current year as a whole.

The interim dividend is being lifted from 2.35p, adjusted for last year's two-for-one scrip, to 3.5p net.

The costs incurred by the company in issue and in the scheme for the repurchase of its own shares amounted to £2.000 and was charged as an extraordinary item.

Last November the New York store completed its move into larger premises on Fifth Avenue and trading results for the first half of the year were described as encouraging by Mr Asprey.

The 1984-85 year was a record for the group. Turnover pushed ahead by 3.38 per cent to £29.2m but at the pre-tax level profits advanced by 22 per cent to £7.37m.

Acceptances are scaled down if the tender is oversubscribed or, in the case of a maximum price tender, the purchase price is fixed at the lowest possible price needed to fulfil the tender target.

"Everyone told us we would fail," said Mr Michael Gibbs, deputy managing director of London and Canterbury Bankers, who wished to speak to the previous tenders to prevent them from making a take-over bid.

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UK COMPANY NEWS

Notice of Issue
This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange.
Application has been made to the Council of The Stock Exchange for the undermentioned Stock to be admitted to the Official List.

MID-SUSSEX WATER COMPANY

(Incorporated in England in 1938 by Act of Parliament)

Authorised Share and Loan Capital £30,000,000

OFFER FOR SALE BY TENDER OF

£4,000,000

8½ per cent. REDEEMABLE PREFERENCE STOCK, 1996

(which will mature for redemption at par on 31st March, 1996)

Minimum Price of Issue £100 per £100 Stock
yielding at that price, together with the associated tax credit at the current rate, 211.75p per cent.

LAST DAY FOR RECEIPT OF TENDERS

Wednesday, 15th January, 1986

(not later than 11 a.m. at Close Registrars Limited, 36 Great St. Helens, London EC3A 6AF) together with a deposit of 10 per cent. of the nominal amount of Stock tendered for.

The balance of the purchase money is to be paid on or before 26th February, 1986

AN AUTHORISED INVESTMENT FOR TRUSTEES IN THE NARROWER RANGE
Copies of the Listing Particulars, on the terms of which alone Tenders will be considered, and Tender Forms will be available, for collection only, during normal business hours on 8th and 9th January, 1986 from the Company Announcements Office of The Stock Exchange, London EC2. Copies may also be obtained during normal business hours on any weekday (Saturdays excepted)

Mid-Sussex Water Company, 1 Church Road, Haywards Heath, Sussex RH16 3DX, from Close Registrars Limited, 36 Great St. Helens, London EC3A 6AF or from

DENNIS MURPHY, CAMPBELL & COMPANY

2 Russia Row, London EC2V 8BP

8th January, 1986

Abridged Particulars

ALTHOUGH THE strength of sterling had an adverse impact, the London Investment Trust has lifted its first-half profit from £1.5m to £2m.

The group has interests in commodity clearing and broking and financial services. The directors say they are pleased with the profit increase taking into account the strength of sterling, as the majority of the group's income continues to arise in dollars.

They are lifting the interim dividend from 4.41p to 4.60p net, and expect to at least maintain the final of 0.721p. In the year ended March 31, 1985 the group's pre-tax profit topped £1.5m.

In the first half of the current year, to September 30, 1985, turnover advanced from £11.4m to £16.3m.

Shatkin Trading lifted its turnover, marginally, in position as a leading futures clearing and broking house in the Chicago exchange, but its profit margins are lower because of a change in the mix of the business and the intensely competitive nature of the industry over the last year.

However, Shatkin remains well placed to take advantage of changes in the markets as and when they occur.

Rialor Shatkin Securities Corporation, the US securities clearer and broker, has taken more than anticipated time to achieve the development envisaged at the time of the acquisition a year ago, and incurred a small loss.

But current indications are encouraging, the directors say, and in view of the seasonal trend in results because of price movements, this company is expected to make a "meaningful contribution" to second half results.

In the UK Bailey Shatkin has returned to profitability and is currently showing indications of continued growth in turnover. The directors say this is most encouraging in view of the declining volumes in most London markets apart from LIFFE.

After tax £793,000 (£789,000) is the half year's net profit works through at £1.51m (£1.1m) for earnings of 1.35p (1.13p) per share.

Comment

If the shares of London Investment Trust are still undervalued from the low made so far ago on its UK commodity business, these results—about 25% worse than expected—have done nothing to help.

However, most of its troubles are not of the company's own making. With about three-quarters of its profits made in the US, the fall in the dollar has inevitably been damaging. While the Chicago futures business is no longer growing at breakneck speed, it is still in demand. The market share, company was most likely wounded by the phasing out of capital allowances, and LIT is actively looking for fresh ways of diversifying by acquisition. Assuming profits of £2.5m this year, the shares are not expensive at 25p on p/e of 8, although this could still meet its price target for the full year and with a yield of 8.8 per cent.

BOARD MEETINGS

The following companies have notified dates of board meetings to The Stock Exchange. Such meetings are usually held for the purpose of considering the annual accounts and dividends. The dates are interim or final and the subdivisions shown below are based mainly on last year's timetable.

TODAY

Intertech (ASDA-MFI), Bexley, Hollis,

TR City of London Trust,

Travelex, Adhesive Coatings,

Ashdown Investment Trust, Houghton

Bowers, M & G Dual Trust, Pencom

International, Triton, Wordslode Stores,

Interstate, Atlantic Assets Trust

Jan 16

Haynes Publishing

Independent Investment

MS International

Tumbleweed

Turner's Management Trust

Whitworth Elecute

Finaid

Stett Brothers

Spokes

Brooks Tool Engineering

Burdmore Investments

Consolidated Ind. Inv.

Consortium and Partners

Gateshead

Guinness

Hillman Securities

Hillman Sun

Hillman Sun Enterprises

National Westminster Bank

Remondi

Mar 19

Turner's Management Trust

Whitworth Elecute

Finetech

Haynes Publishing

Independent Investment

MS International

Tumbleweed

Turner's Management Trust

Whitworth Elecute

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FT COMMERCIAL LAW REPORTS

Digest of Michaelmas Term cases

FROM NOVEMBER 6 TO NOVEMBER 27, 1985

McGregor Navine (UK) Ltd v British Railways Board and Others (FT, November 6)

In November 1978, McGregor contracted with the Railways Board to construct a ramp at Paddington Quay. Performance of the contract was much delayed. In the meantime, the board's rights and liabilities under the building division, including its rights and liabilities as employer under the McGregor contract, were transferred to a wholly-owned subsidiary. McGregor was not informed of the transfer at the time, nor at the time of the subsequent agreement, he learnt of it in arbitration proceedings in August 1984. In refusing McGregor's claim that the board was estopped from denying it was the proper party to the arbitration, Justice Bingham said that McGregor had failed to show that the board's silence had any effect or any potential effect, on its conduct or that it had been put in a worse position by substitution of a new employer.

Gunning v Mirror Group Newspapers (FT, November 8)
When Mr S. Gunning, director from the distributorship of two Sunday papers, he asked the Mirror Group to renew the contract in favour of his daughter, Mrs Gunning, who had been his main customer. Mrs Gunning successfully continued before an Employment Appeal Tribunal that, under the Sex Discrimination Act, she had been wrongly excluded from "a contract personally to execute any work or labour." In allowing the Mirror Group's appeal the Court of Appeal held the contract's dominant purpose was not for personal performance but for the efficient distribution of its news-papers.

MacKinnon v Donaldson, Lufkin and Jenrette Securities Corporation and Others (FT, November 12)

Under Section 7 of the Books of Evidence Act 1978, Mr MacKinnon obtained an order on Citibank's London office that it produce documents and records relating to an account in

New York into which Mr MacKinnon had channelled assets belonging to Townsend Developments Ltd. His rent was guaranteed by two other companies. Townsend subsequently conveyed the freehold reversion to CIS but the guarantee was omitted by oversight. Later a deed of variation was entered into between CIS, Distributors and the lessees.

The liquidators of Distributors sought regard to the sovereignty of others was particularly important in the case of banks. * **Coldwell Ltd v Gallo and Another (FT, November 13)**

In order to borrow money from moneylenders, Mr William Gallo obtained a legal charge over his parents' bungalow, which was their sole capital asset. At first instance the judge found that the lessee had exercised undue influence over Gallo and set aside the charge as against the moneylenders. In allowing the moneylenders' appeal, the Court of Appeal held that there was no evidence to suggest that Gallo had exceeded his authority as agent and they could not be penalised for acts done without their knowledge or authority.

Cutsworth and Others v Mansfield Steel Inst Ltd (FT, November 15)

After Mansfield Breweries acquired the ownership of 57 licensed public houses, it wrote to the plaintiffs that their firm was no longer to be regarded as suppliers of amusement equipment to its tied houses. In a successful application for continuation of an injunction, the plaintiffs obtained a pending trial of the proceedings. Sir Neil Lawson said that while the agreements were the subject of block exemptions to Article 85 of the EEC Treaty, the exemption did not apply where the supplies curtailed the publican's choice of service or goods. This was a question of whether Mansfield Breweries were not in breach of EEC law.

He Potter Oils Ltd (FT, November 22)
Lloyd's Bowmaker Ltd, which had lent money to He Potter Oils in return for a fixed charge over its plant, appointed a receiver to protect its interests on Potter's winding-up. The charge provided that the receiver was entitled to reasonable remuneration plus disbursements. The liquidator challenged the sum the receiver claimed on the Friday.

grounded that his appointment had caused unnecessary duplication and expense. Dismissing the summons, Mr Justice Hoffmann said that Lloyd's Bowmaker had been entitled to exercise its rights under the contract and, while the court had power to fix remuneration of the receiver under section 371 of the Companies Act 1985, its scope did not extend to disbursements. The power of the receiver could be exercised only where remuneration was clearly excessive.

* **The Belgrave (FT, November 26)**

In an arbitration dispute over a contract for sale of soyabean meal, the Gafta Board of Appeal held that if the date of the seller's default fell outside the period for which the buyer had contracted to take the goods ready for delivery to the buyer's vessel on call within the contractual delivery period, the Court of Appeal held that where a contract specified a "buying-out" period, the buyer could not hold the sellers' default where the sellers had been ready to complete loading at the applicable contractual rate before expiry of the shipment period.

* **TCB Ltd v Gray (FT, November 27)**

Mr Gray borrowed £5m from TCB, a secondary bank for transactions involving his two companies, Graylaw and Link, in return for which he gave an unsecured personal guarantee. So that his solicitor could obtain the matter in his absence, Mr Gray then signed a power of attorney which stated that it was "signed sealed and delivered." No seal whatsoever had been attached. In upholding TCB's claim for payment under the guarantee, Sir Nicolas Browne Wilkinson, the vice-chancellor said that Mr Gray was estopped from denying its validity because the bank had advanced the money in reliance on the documents executed under the power of attorney.

* **In re Distributors and Warehouses Ltd (FT, November 28)**

By Aviva Golden

APPOINTMENTS

Planning director
for Plessey Co.

THE PLESSEY COMPANY has appointed Mr John Saunders director of strategic planning, corporate staff. For the past two years he has been the planning director of Plessey Telecommunications & Office Systems, where he has worked closely with the executive chairman, Frank Crowley, to develop and enhance the company's presence in both European and world telecommunications. Mr Saunders succeeds Dr Keith Warren, who has become managing director of research in the newly formed Plessey Research & Technology division.

GRANDMET INTERNATIONAL SERVICES (GIS) has appointed Mr Brian Davies as engineering director. He joins from British Airways where he was chief engineer, aircraft maintenance, Heathrow. Mr Davies will initially work in parallel with the engineering director, Mr Arnold Sheed. He will assume full responsibility for the engineering division when Mr Sheed retires in June.

Rugby Cement, UK cement division of THE RUGBY PORTLAND CEMENT GROUP, has appointed Mr Patrick Jones as chief executive from February 1. He is managing director of the south eastern region of the Amey Roadstone Corporation.

* **Mr P. Merchant and Mr R. M. Nelson** have joined the board of INVESTMENT RESEARCH OF CAMBRIDGE upon the acquisition of a share stake by NZI Investment Services, a division of NZI Corporation of New Zealand.

* **M. F. W. Soutar** has been appointed sales and marketing director of THE BRITISH PEPPER AND SPICE COMPANY. He was formerly national account manager, retail/catering division.

* **Mr Marshall Leopold** has been appointed non-executive director of WORDPLEX INFORMATION SYSTEMS. Mr Leopold, senior partner of Dennis Berry and Co, has been the legal adviser to Wordplex since 1977.

R. H. M. OUTHWAITE (UNDERWRITING AGENCIES) has made the following appointments: Mr N. J. Colton, a deputy underwriter for Lloyd's Syndicate 317 which is managed at Bedford, is now the head of syndicate. Mr W. J. Rixson, who joined the company in August from the Corporation of Lloyd's, is appointed finance director.

* **MORCEAU HOLDINGS**, Pinxton, Notes, has made the following appointments to the group of companies controlled by Morcean Pinxton - Mr C. J. Aspinwall as sales and marketing director; Mr R. F. Baird, finance director; and Mr I. S. Scott, quantity surveying director. Mr D. M. Abbot, director and general manager, Morecean Hong Kong - Mr C. K. Wong Kwang, director and general manager.

* **MARS ELECTRONICS** has appointed Mr David Wilkes service and finance director. He comes from Electronics from Deloitte Packard where he was director of corporate development.

* **EWBANK PREECE**, Brighton, has appointed two directors, Mr Geoffrey Michael from the Shell Group and Mr Alan Plummer, outgoing deputy chairman of Ewbank Preece, which he will join on February 1.

* **Mr H. White-Smith** has been elected chairman of THE DEVELOPMENT TRUST FOR THE YOUNG DISABLED in succession to Mr J. M. van Zwanenberg who continues as a trustee. Mr White-Smith is a director of Willis, Faber and Dumas. Air Commodore D. F. Rixson is now vice-chairman of the Trust and Sir Neville Leigh, formerly Clerk (Treasurer).

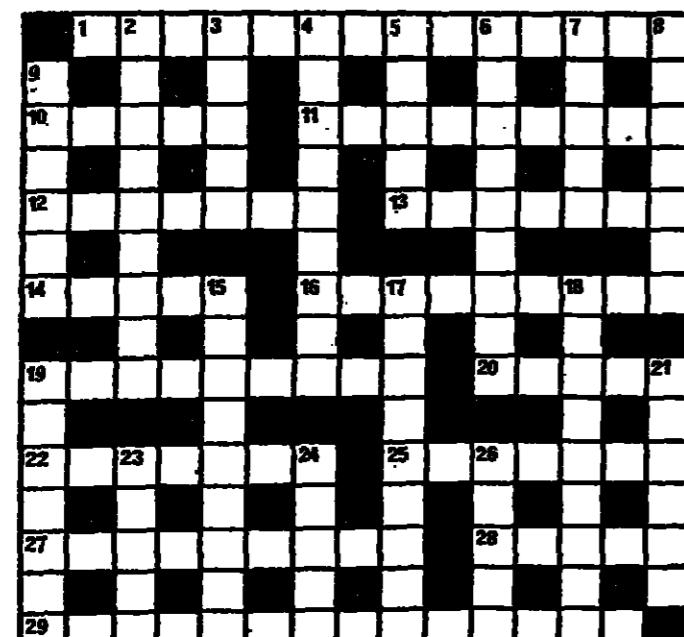
FINANCIAL TIMES SURVEY
TAKING YOUR CAR
ON HOLIDAYTO BE PUBLISHED ON
JANUARY 25th, 1986

Despite the ever-growing competitiveness of the Airline-Based Packaged Holiday Business, the popularity of holidays by car remains undiminished. The survey will look as many aspects—including the Ferry Operators, Motorail Services, Insurance, Types of Holidays etc.

For details of advertising rates, please contact:
Carol Haney 01-489 0030
or
Rupert Stevens 01-489 0032

Publication date is subject to change at the discretion of the Editor.

F.T. CROSSWORD PUZZLE No. 5,916



ACROSS
1 Mounting anxiety about a firm that's expanding (7)
2 Be put back to bed, having gone into a decline (5)
11 Tearful Scottish scenes we get on Christmas cards (9)
12 Conspicuous foreigner in the street (?)
13 Show of affection for which one gets no credit (7)
14 Meaning to go with the tide (5)
15 Nine-volt circuit (9)
16 100-foot creeper unwanted in the garden (9)
20 Off-peak call (5)
22 Shy essayist gets a plant (?)
23 Pair out on the river, having a drink (7)
27 Many machines involve it (9)
28 German currency between banks? (5)
29 One is really sorry to make it (7)

DOWN

2 Rising, like a defiant beast (9)
3 Used by a golfer in a jam? (5)
4 Balls—and bats—can be part of it (5, 4)
5 They man ships for a voyage, we hear? (5)
6 It's pronounced 'J' without con-viction (3, 6)

7 He goes out with Irene (5)
8 Beginning the Northern climb (7)
9 Well acquainted with the metric system (6)
10 Test, match? Yes and no (6, 4)
11 Outline outlines the position (6-5)
12 Grenadine can be so sweetly attractive (9)
13 Supporting features of newspapers? (7)
14 Meaning to go with the tide (5)
21 Toller disposed to belli his nature (6)
22 The ghost of Shakespeare, some say (5)
24 Quick to catch fire in a falsehood (5)
26 Moslem leader said to be virtuous (5)

Solution to Puzzle No. 5,913

ACROSS
1 BOOGOGOOGA AND GOOGOGA
2 DRAKE'S DAIRY
3 OUTSIDERS SPARE
4 TWIN CUMMINGLAND
5 A M S A T N
6 EIDZ D A T E R I C L E
7 A M B E R S E P T E M B E R
8 T R I M M A N
9 T R I M M A N
10 C R A C K M E N C O V E R S

Solution to Puzzle No. 5,913

COUNTER PRODUCTS MARKETING has appointed Mr John Speakman to the main board as director of the group's promotion division. He was marketing director at Philip Morris. The appointment is from January 13.

* **MR H. White-Smith** has been appointed managing director of FREIGHT COMPUTER SERVICES, a subsidiary of the National Freight Consortium. He was group finance director of the special services group.

* **EWBANK PREECE**, Brighton, has appointed two directors, Mr Geoffrey Michael from the Shell Group and Mr Alan Plummer, outgoing deputy chairman of Ewbank Preece, which he will join on February 1.

* **Mr H. White-Smith** has been elected chairman of THE DEVELOPMENT TRUST FOR THE YOUNG DISABLED in succession to Mr J. M. van Zwanenberg who continues as a trustee. Mr White-Smith is a director of Willis, Faber and Dumas. Air Commodore D. F. Rixson is now vice-chairman of the Trust and Sir Neville Leigh, formerly Clerk (Treasurer).

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Oppenheimer Fund Mgmt Ltd		Stewart Ivory Unit Trust Mgmt Ltd (a)					
	44 Cannon St, London EC4R 6AE	No. 61-236 3885	45 Charlotte Sq, Edinburgh 031-225 3271				
International Growth	122.0	129.4	American Fund	194.7	207.4	-1.5	2.3
Income & Growth	88.3	98.0	(Accum, Usd)	216.6	217.0	-1.7	2.0
Corporate Securities	67.4	74.0	(Withdrawal Units)	249.7	252.5	-1.5	1.2
Corporate Growth	54.1	57.1	Corporate Fund	267.0	270.0	-1.1	1.0
Corporate Growth	54.1	57.4	(Accum, Usd)	268.2	270.5	-1.1	1.0
Corporate Growth	51.1	54.0	British Fund	160.2	171.3	-1.3	6.5
HG Growth	48.5	48.1	(Accum, Usd)	160.2	171.3	-1.3	6.5
HG Growth	45.3	45.4	British Fund	160.2	171.3	-1.3	6.5
High Income	24.7	31.7	(Accum, Usd)	179.1	182.7	-1.7	3.5
Practical Income Units	44.7	47.0	British Fund	227.8	234.5	-3.3	3.9
Practical Income Units	30.4	32.0	(Accum, Usd)	241.8	257.3	-5.7	5.9
Practical Income Units	30.4	32.0	Japan Fund	214.9	227.8	-1.4	5.5
Practical Income Units	30.4	32.0	(Accum, Usd)	224.6	236.8	-4.4	5.0
Practical Income Units	30.4	32.0	Smart PPP	145.2	157.7	-1.4	8.5
Pearl Trust Managers Ltd (a)(b)							
01-405 8441	Sax Alliance Fund Management Ltd						
532 High Holborn, WC1V 7EB	Sax Alliance House, Herndon						
	0403 56293						
	Equity Div.						
	134.6						
	North America						
	51.6						
	Far East						
	59.2						
	Sax Life Trust Mgmt. Ltd						
	107 Cheapside, London EC2V 6DU						
	01-606 6010						
	American Growth Acc.						
	25.0						
	American Income Acc.						
	25.0						
	Corporate Fund Acc.						
	25.0						
	European Growth Acc.						
	4.1						
	Far East Growth Acc.						
	26.8						
	Int'l. Growth Acc.						
	27.9						
	Japan Growth Acc.						
	24.5						
	US Growth Acc.						
	27.1						
	UK Income Acc.						
	21.4						
	Managed Growth Acc.						
	22.3						
	Managed High Yield Inc.						
	23.0						
	Managed Income Acc.						
	22.7						
	Sax Life Pres., Tel. Man. Co Ltd (a)(c)						
	99-101 London Rd, Sevenoaks						
	0732 450161						
	Equity Div.						
	236.6						
	Equity Div.						
	237.0						
	Equity Div.						
	237.0						
	Hedge Fund Acc.						
	178.0						
	Hedge Fund Acc.						
	178.0						
	*Prices on Jan. 2. Next scaling Feb 5						
	†Prices on Jan. 2. Next scaling Feb 5						

AUTHORISED UNIT TRUSTS & INSURANCES

Wright Segregated Fund Manager
11 Bloomfield St, London EC2M 7AY
Growth Fund..... £58.2 61
Weekly closing date: T

Pen Insured	10.53	116.3	-	Depot Pen. Acc.	175.4	184.7
Pen UK Equities	10.53	116.3	-	Property Pen. Acc.	176.4	184.7
National Provident Institution				Fir. Inv. Pen. Acc.	176.4	184.7
48 Georgechurch St, London EC3P 3HN				Early Bird Pen. Acc.	180.5	197.9
01-623 4200				High Int. Pen. Acc.	184.9	193.9
Mutualised	220.9	222.6	-0.8	Hign Inc Pen. Acc.	202.2	248.9
UK Equity	220.9	221.1	-0.5	Tech Pen. Acc.	212.6	187.6
Overseas Eq.	220.9	222.4	+0.7	NI Provident Pen. Acc.	183.3	181.2
Americas	203.9	214.7	+0.7	For Export Pen. Acc.	183.3	181.2
Far East	188.4	182.1	-4.3	Small Comp. Pen. Acc.	227.3	239.9
Property	172.7	162.1	-6.6	Extra Income Pen. Fd.	163.5	151.7
Fixed Int.	172.7	162.1	-6.6	Convertible & Gilt Pen.	162.5	160.3
Invest. Gvt.	104.6	110.1	+5.5	American Int. Pen.	161.4	166.6
Deposit	121.9	124.0	-	Broker Funds		
Pension Fund Prices				KSA Managed Fund	100.0	104.9
Man. Inflatn	223.7	225.5	+0.8	McLennan Managed Fund	105.5	107.7
Man Acc.	257.6	271.1	+13.5	Admiral Managed Fund	105.5	107.7
UK Eq. Inflatn	223.7	225.5	+0.8	Purchaser 2000	97.8	101.2
UK Eq. Acc.	272.0	269.5	-2.5	Alfred Amico Mngd Fd	103.4	105.0
Overseas Eq. Inflatn	225.7	269.5	+13.8			
Overseas Eq.	204.6	201.7	-2.2			
Americas Inflatn	221.9	213.6	-6.7			
Americas	251.1	264.5	+13.4			
Far East Inflatn	227.7	226.1	-1.6			
Far East	188.4	188.8	-0.4			
Prop. Inflatn	114.3	120.4	-			
Prop. Eq. Inflatn	130.4	137.3	-			
	156.8	165.1	-			

Fined Int.	117.1	105.5	-11.6
Interest Gains Int'l.	193.3	182.5	-12.8
Interest Income Int'l.	120.6	120.6	-
Deposits Int'l.	121.9	121.4	-0.5
Other	170.0	170.0	-
MFT - Phoenix Management Ltd			
Managed Fund	103.3	649.8	
Prices Jan 2. Next update Feb 3 1986			
New Zealand Insurance Plc			
110/114 Baxter Avenue, Southend	037023 344555		
Key Key (Manager)	400.3	418.0	
UK Equity	194.5	204.7	
American	250.0	278.4	
Pacific	100.0	101.0	
Property	113.6	172.2	
Gilt	107.0	105.6	-1.4
Wkly Inv. Funds	180.8	190.2	
Other	100.0	100.0	-
Habson Bay, London EC1M 2HN			
Discovery Fd Dec 18	50.47	50.47	-
Equity Fd Dec 18	50.41	50.29	-1.2
Int'l Fd Dec 18	51.35	51.51	
Fined Int Dec 18	49.95	50.50	
Int'l Listed Dec 18	53.95	59.45	
Property Fd Dec 18	50.47	52.31	
Cash Fd Dec 18	51.46575	51.46575	-
Pwrs Inv. & Retiremnt			
Managed Fd	201.00	210.10	
Cash Fd	140.00	146.70	
Reliance Mutual			
Refugee House, Tunbridge Wells, Kent			
Deposit Fund	100.6	105.3	
Equity Fund	187.2	197.0	
Managed Fd	171.5	180.4	

High Inc. Fed. Inc.	110.3	116.1		Prop Fed. (Int'l Insur.)	393.1	
Deposit	158.1	164.6		Prop Fed. (Cost Prop.)	120.2	126.6
Interest-Lined Cap	111.4	117.3		Prop Fed. (Int'l Prop.)	111.1	
				Deposit Cap	108.5	114.3
				Depos. Acc.	115.9	122.6
				Equity Cap	122.2	128.7
				Equity Acc.	122.2	128.7
				Fixed Int Cap	105.2	111.8
				Fixed Int Acc	113.7	119.3
				GL Intch Lst Cap	95.6	98.6
				GL Intch Lst Acc	100.0	105.3
				Managed Cap	117.0	122.9
				Managed Acc	123.1	131.7

Society Pensioner & Widows' Plus	New Half Place, Liverpool L9 3HS	051-227 4422
Old Shares _____	Royal Fund Plc. 14447	470.3
New Shares _____	Royal Life (Unit Link) Assurance	-2.7
Prudential _____	Managed Fund	162.5
Deposit _____	Index Fund	192.1
John Lubbock Soc. _____	Property Fund	225.7
Mixed _____	International Fund	247.3
International Fund _____	Pacific Basin	112.3
Net Units Dec 17	United States Fund	110.7
599.1	Other Funds	116.5
(Prices as Dec 31)	Other	115.5
PBR Fund Management Ltd	Gilt Fund	146.4
146a Queen Victoria St, EC4V 5AP	Royal Life (Gilt, Long, Pensions) Plc	159.5
Fund Bond	Executive Fund	116.0
105.1	Executive Equity Fund	201.7
110.4		209.3
		211.1

Phoenix Assurance Co Ltd		Global Fund	US Fund	UK Fund	Other Funds
Phoenix House, Redhill Hill, Bristol		0272 294941	£11.5	£11.5	£11.5
Life Assurance Funds			Min. Pmt. Pfd.	£7.4	£7.4
Whole Life	£17.9	£10.0	£10.0	£10.0	£10.0
EV/Pf. End.	£21.4	£12.0	-	-	-
Pension Plan Funds					
Phoenix					
UK Equity Acc.	£29.7	£27.0	+0.4		
International Acc.			-0.6		
Corporate Acc.	£60.1	£60.3	-0.2		
Fixed Interest Acc.	£115.0	£121.0	-0.3		
Money Acc.	£62.8	£61.3	-0.8		
Hldg. Soc. Link Acc.	£11.4	£12.2	+0.1		
Hldg. Soc. Inv. Acc.	£114.4	£114.4	-0.1		
Schroder Life Assurance Ltd					
Enterprise House, Portsmouth					0705 627733

Category	Assets	Liabilities	Equity	Net Assets
Total Assets	\$1,000.0			\$1,000.0
Total Liabilities		\$1,000.0		\$1,000.0
Total Equity			\$1,000.0	\$1,000.0
Investment Companies				
Total	\$15.6			\$15.6
American, Inc.				
Amer. & Great, Inc.	\$10.2			\$10.2
Cigna Corp.	\$11.6			\$11.6
Janus & Gartman	\$0.0			\$0.0
American Trust, Inc.	\$0.0			\$0.0
Discovery, 1st Nat'l	\$0.0			\$0.0
Specialty Fin. Acc.	\$0.7			\$0.7
Bank				
Total	\$1,000.0			\$1,000.0
Investment Acc.				
International Acc.	\$100.4			\$100.4
US & Worldwide Acc.	\$89.4			\$89.4
Tech & Financial Acc.	\$10.5			\$10.5
Health & General Acc.	\$0.2			\$0.2
Fair East & Govt. Acc.	\$0.1			\$0.1
UK Capital Acc.	\$11.5			\$11.5
Bank				
Total	\$1,000.0			\$1,000.0
Equity Acc.				
American				
Australian				
European				
U.S. & Fed. Inv.				
Inspec. Acc.				
Income Dividends				
Int'l. Securities				
Japan Securities				
Latin America				
Real Estate				
Takao				
Takao County				
GCM Warburg, Head				
Equity Partnership				
Fed Inv. Portfolio				
Other				
Sovereign C'ty.				
Takao				
Takao County				
GCM Warburg, Head				
Equity Partnership				
Fed Inv. Portfolio				
Other				

Pioneer Mutual Insurance Co Ltd	16 Crosby Rd, N. Waterton, Liverpool	051-2866655
Manager Fund	£253.4	250.0
Max Plus Inv & Cap Fund	£254.8	251.4
Money Fund	£60.1	105.4
<i>Pioneer Life Assurance Co Ltd</i>		
Executive House, Haywards Heath	0444 456772	
Americas	105.0	100.0
Building Soc. Fund	179.0	147.0
Corporate Fund	107.0	105.0
Equity Fund	174.0	165.0
<i>Premier Life Assurance Co Ltd</i>		
Executive House, Haywards Heath	0444 456772	
Americas	105.0	100.0
Building Soc. Fund	179.0	147.0
Corporate Fund	107.0	105.0
Equity Fund	174.0	165.0
<i>Prudential Assurance Co Ltd</i>		
Special Regd. Acc.	104.0	101.1
	+1.7	+0.8
<i>Scottish Amicable Investments</i>		
51 St Vincent St, Glasgow	041-386 2323	
Equity Fund	254.9	264.6
Fund Investors	116.9	125.2
Property Fund	262.8	275.4
Special Ed. Fund	214.1	219.2
<i>Prudential Life Assurance Co Ltd</i>		
Special Regd. Acc.	104.0	101.1
	+1.7	+0.8
<i>Scottish Widows Fund</i>		
100-102 London Rd., Edinburgh	031-552 4000	
Investment Fund	128.0	130.2
Interest-Led Fund	101.0	107.2
Management Fund	100.0	99.0
Deposit Protection Fund	120.7	133.3
Orion Fund	190.2	200.2
Property Protection Fund	262.8	275.4
Special Ed. Fund	214.1	219.2
<i>Prudential Life Series C Accounts</i>		
Prudential Life Series C Accounts Prudential Series C Account Oct. 27.		

European	125.0	125.0	+2.0		International	207.3	216.8	+9.1
ST Managed	119.0	120.0	-1.0		Cash	121.1	129.4	+8.1
Corporate Bond	120.0	120.0	-1.0		Index, Limited Com.	101.3	108.0	+6.1
Government	117.0	120.0	+3.0		Equity, Small Cap	206.2	217.1	+10.9
Gilt	140.0	140.0	-1.0		Equity, Ex. Int'l	102.6	102.5	-0.1
Hedge Inc.	100.0	100.0	-1.0		Div. Accrued	100.0	100.0	-0.0
International Equity	100.0	100.0	-1.0		Interest, Fwd. Inv. Inv.	104.5	104.7	+0.2
Japan	137.0	140.0	+3.0		Div. Accrued	118.9	119.3	+0.4
Operational Fund	90.0	90.0	-1.0		Interest, Inst. Inv.	157.0	165.5	+8.5
Property	154.0	173.0	+19.0		Equity, Prop. Inv.	100.0	200.0	+100.0
UK Equity	191.0	202.0	+11.0		Div. Accrued	100.5	100.5	-0.0
Pension Funds	104.0	104.0	-1.0		Interest, Cash Inv.	112.1	118.9	+6.8
American	116.0	116.0	-1.0		Div. Accrued	101.1	101.1	-0.0
Balanced	125.0	125.0	-1.0					

Deutsche	118.0	125.0		De. Accrued	157.6	165.0	
ET Managed	125.0	-		SAMIS Call Rate	106.4	108.0	-1.2
Gartmore Bond	95.0	100.0					
Graven	116.0	120.0					
Gulf	100.0	112.0					
International Equity	100.0	114.0					
JPM	95.0	100.0					
Oppenheimer Fund	95.0	100.0					
Property	114.0	120.0					
UK Equity	112.0	135.0					
Property Equity & Life Ass. Co				Scottish Equitable Life Assco. Soc.			
Bassett Ave, Southend SS2 6QH				31 St. Andrew Sq, Edinburgh			
0702 330433				031-556 9101			

COMMODITIES AND AGRICULTURE

Coffee price upsurge continues as Brazil confirms drought damage

BY ANDREW GOWERS IN LONDON AND ANN CHARTERS IN SÃO PAULO

COFFEE FUTURES markets rose to fresh eight-and-a-half year highs yesterday in London, while Brazil's official forecast that its 1985 crop will total 16.7m bags.

The estimate implies a 45 per cent fall from last year's bumper harvest, but traders in Brazil still maintain that the crop will yield no more than 13m to 14m bags.

An anticipated shortage of top-quality coffees in the latter half of this year as a result of the recent Brazilian drought—the worst to hit the country in 40 years—has been behind a sharp rise in the London and New York markets over the past few weeks.

Yesterday in New York, coffee futures rose by their full 6-cent

limit at the opening, with the March contract reaching 276 cents per pound. In London, the robusta futures market rose 40 cents to 142 cents in December, with an export tax of 15 per cent. This means Brazil's official export price is closer to the world market level, but still well below domestic prices.

The crop forecast from the Brazilian Coffee Institute (IBC) served to confirm traders' expectations of severe drought damage and a resulting world shortfall of some categories of coffee.

The markets were also supported by a sharp rise in Brazil's export price for January and February, likewise announced on Monday night.

Type six coffees—the better qualities—shipped through

Santos, now carry a minimum price of 251 cents per pound, or double their level of 142 cents in December, with an export tax of 15 per cent. This means Brazil's official export price is closer to the world market level, but still well below domestic prices.

For the moment, however, supplies of both arabicas and lower-quality robusta coffee remain fairly plentiful, and are likely to increase in coming months with the arrival of stocks released by the IBC from its end-of-the-year surplus.

Some Brazilian coffee trees may take two years to recover from the drought. But it is claimed in Rio de Janeiro that the planting of 115m trees this season should eventually offset the effects of the drought.

LONDON MARKETS

THE COCOA futures remained in the shadow of the spiralling coffee market yesterday but most positions managed modest gains on the day to shore off Monday's sharp retreat from two-month highs.

The exception was the prompt May contract which fell \$13.50 to \$1,727 a tonne under pressure from increased availability of supplied for nearby delivery.

All positions had fallen back following an early rise which dealers attributed to the development of an "oversale" situation on Monday. Sizable gains on the sugar futures market were explained as a continuation of a technical rally following sharp falls over the Christmas period.

The bullish tone was aided by talk of Indian buying and by news that North Yemen will be seeking a market for January delivery of tender tomorrow. On the London Metal Exchange base metals were quiet though at \$773 a tonne cash aluminium regained \$1.50 of Monday's \$18.50 fall. Dealers said dollar-based buying and short-covering appeared the main feature in a rather thin market.

LME prices supplied by Amalgamated Metal Trading.

ALUMINUM

Unofficial	+ or -	Month	Jan 7	+ or - Month	Jan 6	+ or -	Month	
Close	High	Low	Close	High	Low	Close	High	Low
Aluminum	\$1,100	\$1,100	Aluminum	\$1,100	\$1,100	Aluminum	\$1,100	\$1,100
	\$1,175.00	\$1,175.00		\$1,175.00	\$1,175.00		\$1,175.00	\$1,175.00

COPPER

Close	High	Low	Close	High	Low	Close	High	Low
Cash & Grade	\$266.5	\$266.5	Cash & Grade	\$266.45	\$266.45	Cash & Grade	\$266.45	\$266.45

Gold

Gold/Troy oz	\$339.65	\$339.65	Gold/Troy oz	\$339.65	\$339.65	Gold/Troy oz	\$339.65	\$339.65
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Lead

Lead	\$229.5	\$229.5	Lead	\$229.5	\$229.5	Lead	\$229.5	\$229.5
	\$230.5	\$230.5		\$230.5	\$230.5		\$230.5	\$230.5

Nickel

Nickel	\$181.90	\$181.90	Nickel	\$181.90	\$181.90	Nickel	\$181.90	\$181.90
	\$182.00	\$182.00		\$182.00	\$182.00		\$182.00	\$182.00

Platinum

Platinum	\$1,021.25	\$1,021.25	Platinum	\$1,021.25	\$1,021.25	Platinum	\$1,021.25	\$1,021.25
	\$1,022.00	\$1,022.00		\$1,022.00	\$1,022.00		\$1,022.00	\$1,022.00

Tin

Tin	\$16.00	\$16.00	Tin	\$16.00	\$16.00	Tin	\$16.00	\$16.00
	\$16.20	\$16.20		\$16.20	\$16.20		\$16.20	\$16.20

Zinc

Zinc	\$245.50	\$245.50	Zinc	\$245.50	\$245.50	Zinc	\$245.50	\$245.50
	\$246.00	\$246.00		\$246.00	\$246.00		\$246.00	\$246.00

Producers

Producers	\$99.75	\$99.75 <th>Producers</th> <td>\$99.75</td> <td>\$99.75</td> <th>Producers</th> <td>\$99.75</td> <td>\$99.75</td>	Producers	\$99.75	\$99.75	Producers	\$99.75	\$99.75
	\$99.80	\$99.80		\$99.80	\$99.80		\$99.80	\$99.80

OLDS

Unofficial	+ or -	Month	Close	High	Low	Unofficial	+ or -	Month	Close	High	Low
Coconut Phil	\$436.5	-	\$436.5	\$436.5	\$436.5	Coconut Phil	\$436.5	-	\$436.5	\$436.5	\$436.5
Palm Malayan	\$365	-	\$365	\$365	\$365	Palm Malayan	\$365	-	\$365	\$365	\$365

SEEDS

Coconut Phil	\$470.5	-	\$470.5	\$470.5	Coconut Phil	\$470.5	-	\$470.5	\$470.5	\$470.5
Palm Malayan	\$320	-	\$320	\$320	Palm Malayan	\$320	-	\$320	\$320	\$320

GRAINS

Cash	Close	High	Low	Cash	Close	High	Low	
Cash	\$72.00	\$72.00	Cash	\$72.00	\$72.00	Cash	\$72.00	\$72.00

COPPER

Cash	Close	High	Low	Cash	Close	High	Low	
Cash	\$47.00	\$47.00	Cash	\$47.00	\$47.00	Cash	\$47.00	\$47.00

OTHERS

Cocoa Phil	\$170.00	-	\$170.00 <th>Cocoa Phil</th> <td>\$170.00</td> <td>-</td> <td>\$170.00</td>	Cocoa Phil	\$170.00	-	\$170.00
Coffee Phil	\$50.00	-	\$50.00	Coffee Phil	\$50.00	-	\$50.00
Cotton A Index	\$225.75	-	\$225.75	Cotton A Index	\$225.75	-	\$225.75
Coca Oil Phil	\$225.75	-	\$225.75	Coca Oil Phil	\$225.75	-	\$225.75
Crude Oil Phil	\$12.00	-	\$12.00	Crude Oil Phil	\$12.00	-	\$12.00
Rubber 5000	\$12.00	-	\$12.00	Rubber 5000	\$12.00	-	\$12.00
Woolfops 6/6	\$32.00	-	\$32.00	Woolfops 6/6	\$32.00	-	\$32.00

COPPER 25,000 lb., cents/bbl.

Cash	Close	High	Low	Cash	Close	High	Low	
Cash	\$64.70	\$64.70	Cash	\$64.70	\$64.70	Cash	\$64.70	\$64.70

GRAINS

Cash	Close	High	Low	Cash	Close	High	Low	
Cash	\$65.50	\$65.50	Cash	\$64.50	\$64.50	Cash	\$64.50	\$64.50

LEAD

Unofficial	+ or -	Month	Close	High	Low	Unofficial	+ or -	Month	Close	High	Low
Cash	\$96.5	-	\$96.5	\$96.5	\$96.5	Cash	\$96.5	-	\$96.5	\$96.5	\$96.5

NICKEL

Unofficial	+ or -	Month	Close	High	Low	Unofficial	+ or -	Month	Close	High	Low
Cash	\$885.25	-	\$885.25	\$885.25	\$885.25	Cash	\$885.25	-	\$885.25	\$885.25	\$885.25

NICKEL

Unofficial	+ or -	Month	Close	High	Low	Unofficial	+ or -	Month	Close	High	Low
Cash	\$885.25	-	\$885.25	\$885.25	\$885.25	Cash	\$885.25	-	\$885.25	\$885.25	\$885.25

COFFEE

Cash	Close	High	Low	Cash	Close	High	Low	
Cash	\$21.17	\$21.17	Cash	\$21.17	\$21.17	Cash	\$21.17	\$21.17

GOLD

Cash	Close	High	Low	Cash	Close	High	Low	
Cash	\$175.00	\$175.00	Cash	\$175.00	\$175.00	Cash	\$175.00	\$175.00

GOLD BULLION (fine ounces)

Cash	Close	High	Low	Cash	Close	High	Low	
Cash	\$175.00	\$175.00	Cash	\$175.00	\$175.00	Cash	\$175.00	\$175.00

GOLD PLATINUM COINS

Cash	Close	High	Low	Cash	Close	High	Low	
Cash	\$220.00	\$220.00	Cash	\$220.00	\$220.00	Cash	\$220.00	\$220.00

GOLD 100 oz. troy oz./troy oz.

Cash	Close	High	Low	Cash</
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CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar active in narrow range

The dollar traded quite actively in currency markets yesterday but remained confined to a fairly narrow range. The reasonable level of business tended to reflect the rather confusing picture surrounding the dollar. In the absence of any clear economic indicators, the market was indulging in speculation. At the same time, the US economy would show further signs of sluggish growth and drag down interest rates or whether the authorities had seen the dollar depreciate far enough for the time being.

Recent comments by leading Japanese officials stressing a desire to see the yen stabilised at around its current level against the dollar tended to switch attention to the dollar/D-mark rate. Here the dollar made an early attempt to establish itself above 2.4245, but with a number of large selling orders about it failed to attain any upward momentum and eased to a low of DM 2.4255. By the close short-covering and profit-taking had brought it back to 2.4245, just down from DM 2.4275. In Monday's trading where it slipped to Y201.45 from Y201.90 and SFr 2.0700 compared with SFr 2.07. Against the Swiss franc it fell to SFr 1.9775 from SFr 1.9750. On the dollar's exchange rate index fell to 125.1 from 125.8.

Today's US unemployment figures may give some indication on the strength of US economic growth.

Sterling continued to suffer from a loss of confidence with the market content to push the pound weaker on the probability of lower oil prices later this year. Domestic investors were a little more upbeat and this helped the pound to finish the day on a better note. In view of the rather gloomy picture surrounding sterling it performed quite well to close unchanged against the D-mark at DM 1.4200. It had fallen to 1.4190 at 2.4250, Y200.10 and SFr 2.0700 compared with SFr 2.07. Against the Swiss franc it fell to SFr 1.9775 from SFr 1.9750. On the dollar's exchange rate index fell to 125.1 from 125.8.

Today's US unemployment figures may give some indication on the strength of US economic growth.

The dollar improved against the dollar in 1985-86 by 2.4516 to 2.4275. December average 2.4245. Exchange rate index 121.13 against 121.63 six months ago.

March Eurodollar opened unchanged at \$21.16 and fell to an early low of \$21.16, but sentiment was generally bullish and bids soon pushed the contract up to \$21.20. A fall in the Federal funds rate to around 7.75 per cent from 7.75 per cent helped support prices, and traders were also optimistic that the current programme of US Treasury bond purchases will be continued to be particularly keen.

US Treasury bond futures were influenced by the same factors, and also met with good buying. The March contract opened at \$21.26, slightly lower than the previous close, and at the day's low, but rose to a high point of \$21.31 before closing at \$21.19, compared with \$21.31 on Monday.

Sterling contracts were very nervous about a possible rise in the official base rate, but despite sterling's depreciation for March opened at \$21.12, the day's high, and declined as fears continued to undermine the pound on the foreign exchanges. The contract tried to rally on the monthly UK money supply figures, but closed below the day's low of \$21.08, against \$21.20 previously. Volume in the contract was a record 7,197 lots, compared with the previous peak of 5,883 on January 29, 1985. Although the rise of 1.4 per cent in sterling M3 was slightly below market forecasts, the increase of £2.1bn in bank lending to the private sector was above most estimates of around 21.5bn.

Morgan Guaranty changes average 1980-1982=100. Back of England Index (base average 1975=100).

Forward premiums and discounts apply to the US dollar and not to the individual currency.

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LONDON STOCK EXCHANGE

MARKET REPORT

RECENT ISSUES

Account Dealing Dates

First Dealings	Last Dealings
Dec 23	Jan 6
Jan 23	Jan 20
Jan 23	Feb 2
Jan 23	Feb 7
** "New-time" dealings may take place from 9.30 am on non-business days earlier.	

The threat of deeper money controls has underlined concern in London stock markets yesterday. Short-term interest hardened further as the technical factors caused by seasonal tax payments exerted fresh pressure on money markets forcing the authorities to provide more large-scale liquidity through early cash settlements. The key three-month interbank rate rose to 13 per cent and this was seen to endanger the current level of UK base lending rates at 11½ per cent since July.

Slightly less favourable banking statistics — sterling M3 rose only 4 per cent last month — failed to calm investors' fears about higher borrowing costs and both share and bond markets suffered. Blue chip issues appeared to have weathered the storm thanks to the appearance of cheap buyers. A modest recovery developed but before it could make any lasting impression, the interest rate-sensitive Retail Stores sector ran into aggressive liquidation.

Theories that any rise in either base lending or margin rates would lead to reduced consumer spending — a fact and the situation was not helped by a specialist broker taking a cautious view of the sector. This followed unconfirmed reports that Christmas trade may not have been as buoyant as some predicted. Persistent profit-taking brought falls among selected top-quality Stores and closing prices were generally at the day's lower. The tone in other market areas became affected and the FT Ordinary share index after looking set at mid-day to establish a rally ended Store sector ran into aggressive liquidation.

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Gilt-edged securities, too, had another poor day. Currently out of favour with investors and considered to be lacking short-term appeal, short-dated gilt-edged stocks fell further. The 2.30 pm announcement of the December banking statistics brought a half-hearted recovery but it soon faded to leave conventional Gilts down about 1. Index-linked issues were not immune but losses in this area were moderate, extending to 1 only. Exchange rate uncertainty — sterling improved against a weak dollar but lost ground on most other leading currencies — remained an unsettling influence.

Barclays react

Barclays fell to 455p prior to closing a net down at 455p following a broker's profits downgrading. The other major clearing banks however, having eased early in sympathy, staged a useful rally and closed with only minor losses on balance. Discount Houses encountered scattered selling. Cater Allen

Equities and Gilts lose more ground on interest rate worries

FINANCIAL TIMES STOCK INDICES

	Jan 7	Jan 6	Jan 5	Jan 4	Dec 31	Dec 30	Year ago
Government Secs	81.79	88.16	88.51	88.79	88.81	88.82	81.46
Fixed Interest	88.15	88.51	88.73	88.89	88.78	88.72	88.56
Ordinary	1135.3	1142.8	1149.8	1138.5	1121.4	1125.0	971.2
Gold Min.	277.8	287.6	287.5	284.8	284.0	285.4	454.5
Ord. Div. Yield	4.27	4.24	4.24	4.26	4.26	4.26	4.45
Earnings, P/E Ratio	10.88	10.80	10.85	10.88	11.33	11.34	10.80
Total bargains	287,844	19,069	14,999	16,861	16,491	26,750	10,490
Equity turnover	4,465.77	360,862	259.10	250.91	240,699	500.46	500.46
Equity bargains	247.2	19.1D	14.50	14.49	14.49	14.49	14.49
Shares traded (m)	247.2	19.1D	14.50	14.49	14.49	14.49	14.49

At 10 am 1133.4, 11 am 1132.0, Noon 1134.2, 1 pm 1135.0, 2 pm 1134.8, 3 pm 1133.8, 4 pm 1134.3, Day's High 1136.3, Day's Low 1131.2, Sat. 110 Government Securities 15/10/85, Fixed Interest 19/85, Ordinary 1/7/86, Gold Mines 12/9/85, SE Activity 1974, Latest Index 91-296 8085, NII = 10.85.

† Corrections

HIGHS AND LOWS

	S.E. ACTIVITIES			
	1985/6	Since Compilatn	INDICES	1985/6
Govt. Secs	84.97	78.00	87.4	Daily
Fixed Int.	90.98	89.17	90.5	Edged
Ordinary	1149.6	1142.8	1149.8	Bargains
Gold Min.	287.8	287.6	287.5	Value
				292.1
				292.2

† 10 am 1133.4, 11 am 1132.0, Noon 1134.2, 1 pm 1135.0, 2 pm 1134.8, 3 pm 1133.8, 4 pm 1134.3, Day's High 1136.3, Day's Low 1131.2, Sat. 110 Government Securities 15/10/85, Fixed Interest 19/85, Ordinary 1/7/86, Gold Mines 12/9/85, SE Activity 1974, Latest Index 91-296 8085, NII = 10.85.

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GILT-EDGED SECURITIES

	1985/6	Since Compilatn	INDICES	1985/6
Govt. Secs	84.97	78.00	87.4	Daily
Fixed Int.	90.98	89.17	90.5	Edged
Ordinary	1149.6	1142.8	1149.8	Bargains
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KCI eased to 750p before light support left the clip 4 dearer on balance at 746p. Elsewhere in the Chemical sector, Allied Colloids continued to benefit from favourable Press comment and added 3 more to 180p, while potential "shell" situation British Benzol revived strongly and touched 64p prior to closing a net 4 up at 63p.

Stocks weak

Leading Retailers attracted considerable selling as fresh worries over domestic interest rates unsettled confidence. Quotations edged a shade of the lowest after-hours but losses still ranged to over 30. Gossips A were hardest hit and dipped 33 to 77p, while Woolworth, 515p, and Burton, 337p, fell 20 to 15 respectively.

It was clear that the proposed merger was being declared untenable failed to aid either Habitat or Home Stores, 22 at 430p, or British Home Stores, 22 at 310p, after 306p. Dixons closed 24 cheaper at 880p.

In contrast, secondary Stores displayed a number of outstanding

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Prices at 3pm, January 7

Continued on Page 3

NYSE COMPOSITE PRICES

Continued from Page 32

12 Month High	Low	Stock	Div.	Yield	100s High	Low	Close	Chg.	12 Month High	Low	Stock	Div.	Yield	100s High	Low	Close	Chg.	12 Month High	Low	Stock	Div.	Yield	100s High	Low	Close	Chg.									
21	134	PanAm	.20	1.20	1300	27	124	+1	24	124	Salem	.24	1.60	482	37	365	-1	24	124	UAC	.12	2.10	320	45	47	-1	24	124	UAC	.12	2.10	320	45	47	-1
21	135	PanAmCo	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	UCC	.12	2.10	20	34	32	-1	25	125	UCC	.12	2.10	20	34	32	-1
21	136	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	UDC	.12	2.10	20	34	32	-1	25	125	UDC	.12	2.10	20	34	32	-1
21	137	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	UNIC	.12	2.10	20	34	32	-1	25	125	UNIC	.12	2.10	20	34	32	-1
21	138	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	URS	.12	2.10	20	34	32	-1	25	125	URS	.12	2.10	20	34	32	-1
21	139	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USG	.12	2.10	20	34	32	-1	25	125	USG	.12	2.10	20	34	32	-1
21	140	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	141	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	142	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	143	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	144	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	145	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	146	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	147	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	148	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	149	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	150	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	151	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	152	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	153	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	154	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	155	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	156	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	157	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	158	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	159	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100	50	505	-1	25	125	USA	.12	2.10	20	34	32	-1	25	125	USA	.12	2.10	20	34	32	-1
21	160	PanAm	.20	1.10	53	20	125	+1	25	125	Salem	.24	1.80	2100																					

FINANCIAL TIMES

WORLD STOCK MARKETS

WALL STREET

Spurred by interest rate optimism

RENEWED optimism over interest rates swept Wall Street stocks higher yesterday, writes Terry Byland in New York.

Buying programmes by major brokerage firms sparked off a broadly based advance which was led by banks, utilities and technology stocks. A recovery in airline issues reflected hints of further cuts in oil prices.

The bond market rose by three quarters of a point as it moved confidently into the auction of \$6.5bn of seven-year Treasury securities. Treasury bills remained steady but the outcome of Monday's bill sale confirmed hopes of an early cut in the federal discount rate.

At the close Dow Jones industrial average was up 18.12 at 1,565.71.

The spurt in stock prices caught many investors' wrong-footed, drawing in many who had been expecting a lull in the equity market, which would offer opportunities for cheap buying.

But the new year has brought investment programmes from the mutual and pension funds, swollen by the individual retirement accounts of private investors. Municipal bonds, favoured by private investors, surged on Monday, calming credit market nervousness ahead of this

week's heavy federal funding programme.

Among interest-rate sensitive stocks, utilities were featured by a 5% gain to \$40 in Consolidated Edison, the New York power supply company and of \$4 to \$32 in Public Service Electric & Gas.

Also strong were banks, which have kept prime lending rates steady as money market rates have weakened. Bankers Trust jumped \$1.1 to \$75. Chase Manhattan \$2.1 to \$75.1 and J. P. Morgan \$1.1 to \$65. BankAmerica, however, eased \$1.1 to \$15.4 after a brokerage house reduced its earnings forecast.

Great Western Financial, \$1.1 up at \$35.5, starred in the thrift sector, which also responded vigorously to hopes of lower rates.

The industrial sector, was led by technology stocks, with Digital Equipment another \$2 up at \$135. After Salomon Bros recommended the stock, Honeywell gained \$1.1 to \$73.2 and Burroughs \$1 to \$63. At \$155. IBM climbed \$1 in brisk trading, to approach its recent peak.

Tobaccos strengthened after R. J. Reynolds forecast record profits for 1985. Reynolds moved up \$1.1 to \$32.5.

Airline stocks, torn between fears of a fare-cutting war and hints that oil prices could soon dip below \$20 a barrel, took the more optimistic view. American rose \$1.1 to \$41 and Delta \$1.1 to \$39.5.

But the outstanding feature was the heavy speculative buying of Pan Am, up \$1.1 to \$8 as takeover rumours returned in force. Another takeover favourite, Northwestern Air gained \$1.1 to \$45.5.

On the international takeover front, stock in SCM jumped \$2.1 to \$74.5 in early trading, as Hanson Trust of the UK

apparently consolidated its bid victory after a court blocked attempts by the Merrill Lynch group to defeat the British bidder. SCM stock is now well above the Merrill offer, and in line with the Hanson terms.

Merrill Lynch, the largest US retail broker, was itself again a target of bid gossip, despite denials by both Chrysler and Merrill. Turnover in the broker was heavy, with the price \$1.1 off at \$36.

With lower US interest rates expected to renew downward pressure on the dollar, selected pharmaceuticals issues moved up. Pfizer, a notable beneficiary of a lower dollar, gained \$1.1 to \$31.1, while others to the fore included Upjohn, \$1.1 higher at \$12.85.

In the credit market, bonds showed renewed strength as the auction of seven-year Treasury securities opened. The yield on the long bond dipped to 9.22 per cent, signalling an expected yield of around 9 per cent at the seven-year auction. Federal funds eased below 8 per cent, and there were small falls in Treasury bill rates.

EUROPE

Foreigners overwhelm Frankfurt

Hordes of FOREIGN buyers overwhelmed the Frankfurt stock exchange yesterday and forced bourse authorities to extend the trading session by half an hour, the first such move in post-war Germany.

The more remarkable thing was that most of the buying support was for Volkswagen, which soared DM 30 to a record DM 552 after Monday's DM 22.50 jump on the apparent rekindling of rumours that the leading European car group had increased its chances of winning a significant order for an engine plant in the Soviet Union.

Other leading car stocks, which have been fundamental in taking the West German bourses to successive all-time peaks, benefited from VW's dazzling performance. BMW reversed early softness into a DM 2 gain to close at DM 602.

The shadow of Flick reappeared with today's settlement for the 3.4m Daimler shares, but just to further confound the market the quality car group's shares did not fall as expected but finished DM 8 higher at DM 1,308.

Hectic buying was also evident in Metallgesellschaft which soared DM 42.50 to DM 400, while Linde managed a DM 9 gain to DM 657.

Allianz lost DM 93 to DM 2,357 after its denial that it had plans for a capital increase. Associate insurer Munich Re sprinted DM 90 to a record DM 3,500.

Other financials continued to suffer profit-taking pressure with Deutsche Bank marked DM 16.50 lower to DM 890.50, while Commerzbank eased DM 9 to DM 358.

Stores continued to be buoyed by prospects of higher consumer spending this year with Kaufhof DM 13 dearer at DM 375 and Karstadt DM 3 up at DM 350.

The Commerzbank index fell 19.0 to 2,029.9.

The dramatic surge in stock volume - now estimated at nearly DM 1bn a day - spilled over into the bond market where longs gained up to 35 basis points and shorts moved between losses of 10 basis points and rises of 5 basis points.

The Bundesbank sold DM 60.3m worth of paper after buying DM 24.0m on Monday.

A retreat by foreign investors from Amsterdam continued to hit prices, forcing falls of up to 15 per cent in places. The ANP-CBS General index dipped 4.8 to 261.1. Bonds were largely unchanged.

Philips suffered the most among internationals with a FI 140 drop to FI 61.70, while KLM moved against the trend with a FI 1 gain to FI 58.

The recovery in Brussels evaporated as low turnover produced a hesitant performance.

Heavy turnover volume and persistent profit-taking were the hallmarks of a weaker Paris and Zurich.

Milan, partly refreshed from a three-day holiday, turned lower while Madrid was buoyed in light trading.

Stockholm hit a peak with all the attention on Fermenta's planned purchase of stakes in competitors giving it a significant position in the Swedish pharmaceutical industry. Pharmacia, Fermonta, Sonesson, Gambio, Leo and Nils Dacke were suspended pending today's announcement of the details of the plan.

Source: Merrill Lynch

US BONDS

	Jan 7*	Prev
Treasury	Price	Yield
7% 1987	99 1/2	7.96
9% 1992	104 1/2	8.82
9% 1995	103 1/2	9.94
9% 2015	106 1/2	9.215

Treasury Index

Maturity	Return	Jan 7*	Day's	Yield	Day's
(years)	Index	Price	change	Yield	change
1-10	128.50	+0.34	0.85	-0.04	
1-10	134.86	+0.20	0.80	-0.04	
1-3	126.39	+0.08	0.83	-0.03	
3-5	136.76	+0.20	0.86	-0.03	
15-30	151.59	+0.80	0.92	-0.06	

**Source: Merrill Lynch*

FINANCIAL FUTURES

	Latest	High	Low	Prev
US Treasury Bonds (CST)				
5% 32nds of 100%	85.23	85.24	85.10	84.28
US Treasury Bills (IBIB)				
\$1m points of 100%	93.19	93.22	93.16	93.14
Certificates of Deposit (IBIB)				
\$1m points of 100%	92.54	92.57	92.54	92.47

LONDON

	Jan 7*	Prev
Corporate	Price	Yield
AT & T	101%	9.90
10% June 1990	101%	9.90
3% July 1990	88%	7.94
8% May 2000	91%	9.85
Xerox		
10% Mar 1993	104%	9.35
Diamond Shamrock		
10% May 1993	102	10.20
Federated Dept Stores		
10% May 2013	102	10.40
Abbott Lab		
11.80 Feb 2013	111.00	10.55
Alcoa		
12% Dec 2012	108%	11.25

**Source: Merrill Lynch*

GOLD (per ounce)

	Jan 7*	Prev
London	\$325.75	\$322.25
Zurich	\$330.20	\$288.10
Paris (Fixing)	\$330.40	\$282.21
Luxembourg	\$329.00	\$327.70
New York (Feb)	\$332.80	\$330.70

**Last available figures*

TOKYO

Full-blooded conviction on sidelines

THE wait-and-see mood in Tokyo strengthened further yesterday and share prices lost more ground almost across the board, writes Shigeo Nishioka of *Yomiuri Shimbun*.

The Nikkei average slipped below the 13,000 level for the first time since December 21, falling 62.55 to 12,981.24. It lost 120 points at one stage. Trading remained slow at 220m shares compared with 211m Monday. Losers outnumbered gainers 566 to 238 with 135 issues unchanged.

Resource-related stocks such as oils and non-ferrous metals which gained on Monday, turned down, while small-list selling pushed down utilities, constructions, blue chips and biotechnologies, although there were no negative factors.

Prices managed, however, to recoup nearly half their losses toward the close.

Reluctance of institutional and individual investors to participate in the market was the prime cause of the poor showing. They fear that margin selling by life insurance companies, which was approved by the Finance Ministry this month, may cause the supply-demand situation to deteriorate. The dealing sections of brokerage houses and speculators lacked energy to invigorate the market.

The lack of sentiment in electric power issues spilled over into real estate and railway stocks. Tokyo Electric Power, fifth on the active list with 5.10m shares traded, fell Y80 to Y2,760. Mitsubishi Estate lost Y20 to Y1,150 and Keisei Electric Railway shed Y6 to Y379.

Among resource-related issues, Mitsui Mining remained the busiest stock with 6.74m shares but closed Y7 lower at Y543 after profit-taking. Mitsui Mining and Smelting dropped Y2 to Y399 and Nippon Oil Y20 to Y29.

Hitachi dipped Y6 to Y764, while NEC and Canon plunged Y30 each to Y1,270 and Y1,080, respectively. TDK suffered an Y80 loss to Y4,270.

Kaken Pharmaceutical plummeted Y120 to Y2,580 and Green Cross Y40 to Y2,010.

On the otherwise gloomy market, small-lot buying pushed up Yamamoto Pharmaceutical by Y50 to Y3,050. Kyowa Hakko finished Y7 higher at Y987, while

Fujiya and Taihei Kogyo scored daily limit gains of Y200 and Y103, respectively, to Y2,630 and Y1,100 on rumours of massive buying by speculators.

On the bond market, sell orders exceeded buy orders in the absence of fresh buying factors. The yield on the 6.2 per cent government bond maturing in July 1995, which has recently been favoured by investors, rose from 5.635 per cent Monday to 5.875 per cent, while that on the benchmark 6.5 per cent government bond due in December 1994 went up to 5.720 per cent from 5.680 per cent. Interest rate cuts in Japan and the US expected this month had already been discounted and investors kept away from the market.

LONDON

THE THREAT of more expensive money continued to undermine confidence in London yesterday. The key three-month interbank rate rose to 12 per cent and this was seen to endanger the current level of UK base lending rates, at 11.5 per cent since July.

Blue chips encountered early selling but made a late modest recovery after the appearance of cheap buyers. Interest-rate sensitive retail stores, however, ran into aggressive liquidation. Gilts, too, had another poor day.

The FT Ordinary share index ended 6.5 down at 1,135.3.

Chief price changes, Page 31; Details, Page 36; Share information service, Pages 22-29

AUSTRALIA

INDUSTRIALS rose on indications that domestic interest rates were set to fall and other shares in Sydney benefited from the buoyant mood.

The signs were confirmed late in the day when Westpac Banking Corp lowered its prime rate by 1/4 percentage point to 20.5 per cent.

Large parcels of Comsteel Vickers were sold in the wake of shareholders agreeing to accept an ANI takeover bid. Comsteel was steady at A\$1.35.

Miners, oil and gas and banking issues were mixed while gold stocks were firmer.

SINGAPORE

INSTITUTIONS were moderately active in Singapore yesterday sending prices higher across a broad front.

The Straits Times industrial index put on 9.20 to 630.48 on turnover up at 10.9m from the previous session's 8.2m.

Singapore Airlines was again the most active stock and continued to rise, adding 32 cents to S\$4.80.

HONG KONG

Unexpected dash to fresh peaks

INTEREST from institutions injected spirit into Hong Kong yesterday after a quiet morning session, and the Hang Seng index bounded across the 1,800 barrier to its highest-ever level, writes David Dodwell in Hong Kong.

The index rose 18.94 points to end the day at 1,815.53. The previous record high of 1,810.20 was recorded on July 17, 1981. Since then, a property market collapse, followed by political uncertainty during secret Sino-British negotiations over the future of Hong Kong after 1997, has swept the index twice below 700 points.

Since the successful completion of these talks at the end of 1984, share prices in Hong Kong have risen steadily, making the exchange one of the world's best performing markets in 1985.

Market analysts attributed no particular reason for yesterday's rally. The mood since Christmas has nevertheless been generally bullish, with investment interest reported both locally and from overseas. Hong Kong's stock markets traditionally rally ahead of the Chinese new year, which this year falls on February 8, so operators are talking of the index rising close to the 2,000 level in the coming months.

Some brokers said that the market sentiment was bullish as investors expected the bigger companies to report high 1985 profit growth in the next reporting season.

Utilities such as China Light and Power, up 10 cents at HK\$16.20, and Hong Kong and China Gas, 10 cents ahead at HK\$14.70, were the day's strongest performers, with properties such as Li Ka-shing's Cheung Kong, 30 cents firmer at HK\$21.80, not far behind.

Elsewhere in utilities, Hong Kong Telephone gained 20 cents to HK\$10.60, and Hong Kong Electric 5 cents to HK\$8.75.

The lagg

SECTION III

FINANCIAL TIMES SURVEY

INVESTING IN BRITAIN

JUST OUTSIDE Merthyr Tydfil in the heart of industrial south Wales, on the old road from Cardiff, there is a factory that on high days and holidays flies the flags. Two are, naturally, the Union Flag and the Welsh Dragon; the third is the Japanese.

The factory belongs to Sekini, one of the Japanese concerns that have been drawn in increasing numbers to Britain. Almost next door to Sekini is the Hoover factory, where the US electrical products group makes washing machines.

These two are symbolic of the way in which Britain has managed to attract direct investment from overseas. Hoover is a UK concern, employing almost 5,000 people and has been established in Merthyr for many years. Sekini is probably the smallest Japanese concern in the UK, employing fewer than 50 people, and a relatively recent entrant to the area.

The flow of inward investment that these companies represent, shows no signs of drying up. Komatsu, also from Japan, announced just before Christmas that it was to make heavy construction equipment in the north east at Gateshead and EEC compound Belgium, a supplier of compounds for the carpet industry, set up a manufacturing operation in Manchester.

The list of overseas companies that have established operations in the UK is impressive: Ford, General Motors, Du Pont, Esso, IBM, Hewlett-Packard from the US, Sony from Japan, SKF from Sweden, Phillips from the Netherlands.

A stable society, improved labour relations and generous incentives have all helped Britain secure the biggest share of overseas investment coming to Europe.

As countries worldwide seek new jobs, competition for new projects will continue to be intense

A lion's share

By ANTHONY MORETON, Regional Affairs Editor

Olivetti from Italy, Ciba-Geigy and Roche from Switzerland, Rhône-Poulenc, Renault and Michelin from France—these names just scratch the surface.

Britain has, in fact, captured the lion's share of the investment that has migrated to Europe from both West and East, a performance which is viewed with envy by a number of other European countries. Last year alone, major investments were announced in the UK by Du Pont, Hewlett-Packard, Rohm Corporation (an IBM subsidiary), Damon Biotech, Merck Sharp and Dohme, Digital Equipment and Data General Corporation.

Some 41 per cent of all US investment in the EEC, amounting to some \$32bn (approx £23m), has come to Britain. The nearest competitor, West Germany, has attracted 19.2 per cent of that investment, worth \$15bn, with the Netherlands in third place with 10.5 per cent

worth \$8.5bn.

Most Japanese investment in Europe has also come to the UK and even when Japanese concerns have moved to Europe that move has often been from a bridgehead in Britain. It has been estimated that around 40 major Japanese concerns, including Sony, Matsushita and Hitachi, are in the UK.

Nor is it just the US and Japan that are investing in the UK. Many of the major European concerns are in the UK, and there is increasing interest in Britain from places such as Australia, Hong Kong and Singapore.

In 1984, the last full year for which figures are available, 285 foreign-owned concerns undertook investment in the UK, of which almost half, 134, were American and a further 38 West German. The Invest in Britain Bureau has estimated that these projects created 28,125 jobs and safeguarded almost 18,000 more.

The number of Japanese businessmen who speak European languages other than English is infinitesimal. British development agencies and local authorities have too gone out of their way to smooth the path of Japanese managers in Britain, and this has undoubtedly played an important part in sucking in additional investment.

Intangible business factors such as language are, however, outweighed by solid commercial reasons when it comes to choosing between locations.

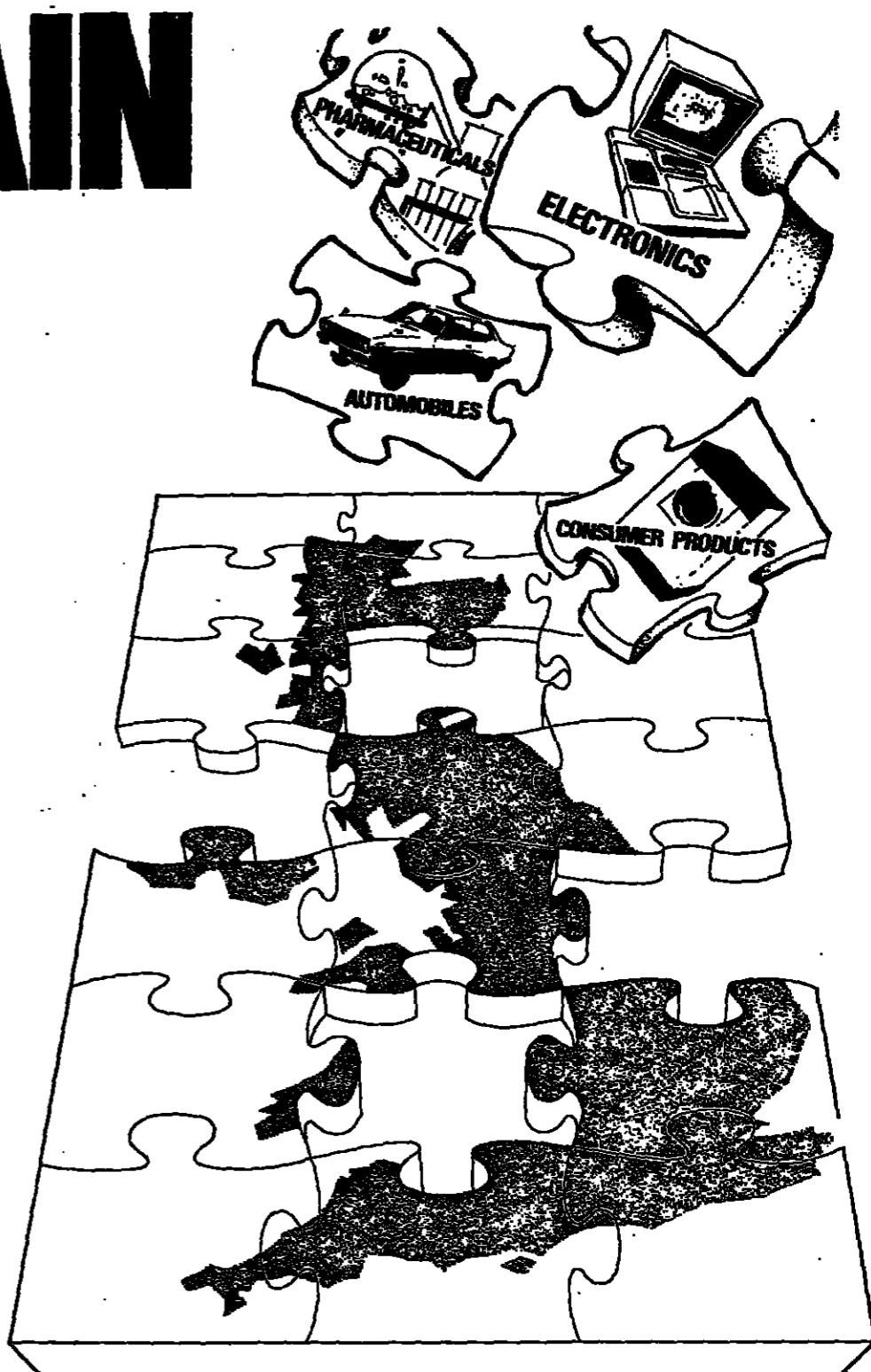
All the European countries compete strongly in the provision of grants and other incentives in order to attract mobile international projects, and there is strong competition too from other parts of the world, including most recently China. Japanese companies in particular are being strongly courted by the Chinese.

In Britain itself, some 2600m was spent in the 12 months to April 1985 on mandatory and selective assistance to industry, setting up in economically depressed regions, though this figure is likely to be lower in subsequent years following the redrawing of the aid map by the present Government towards the end of 1984.

In the areas still covered, however, a company can still receive mandatory grants of 15 per cent towards the cost of new plant, machinery, tooling and one moving to a lower-tier, intermediate area can still find itself eligible for selective financial assistance.

Another factor which has

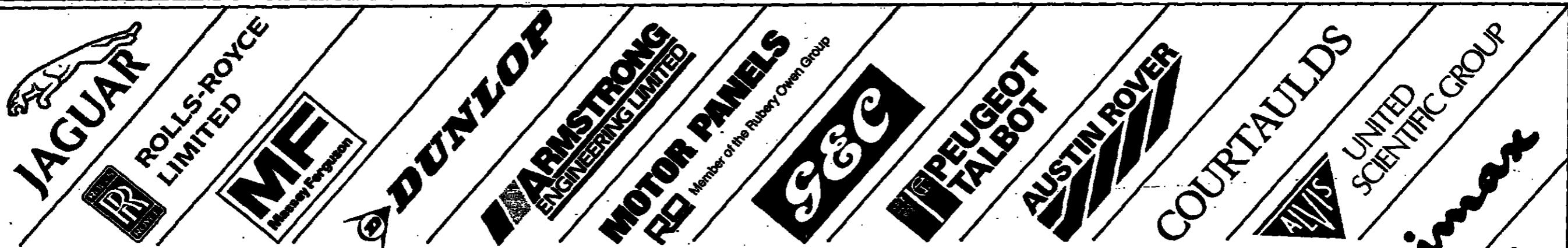
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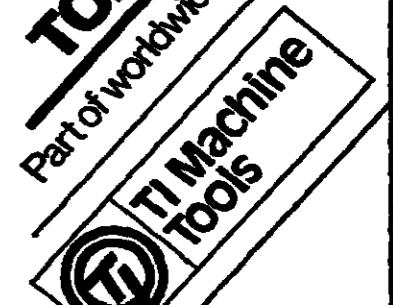
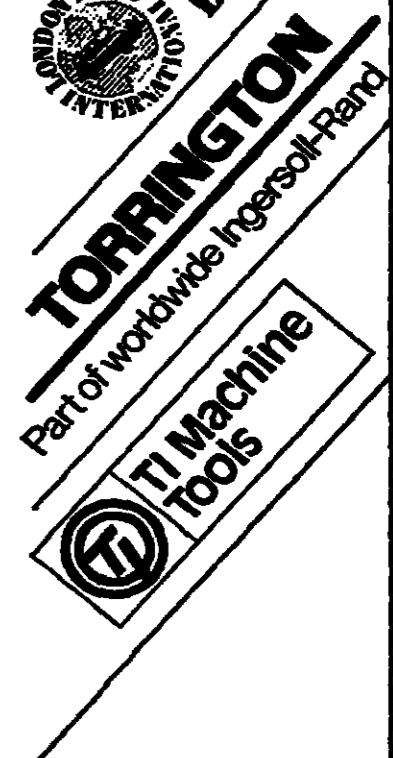
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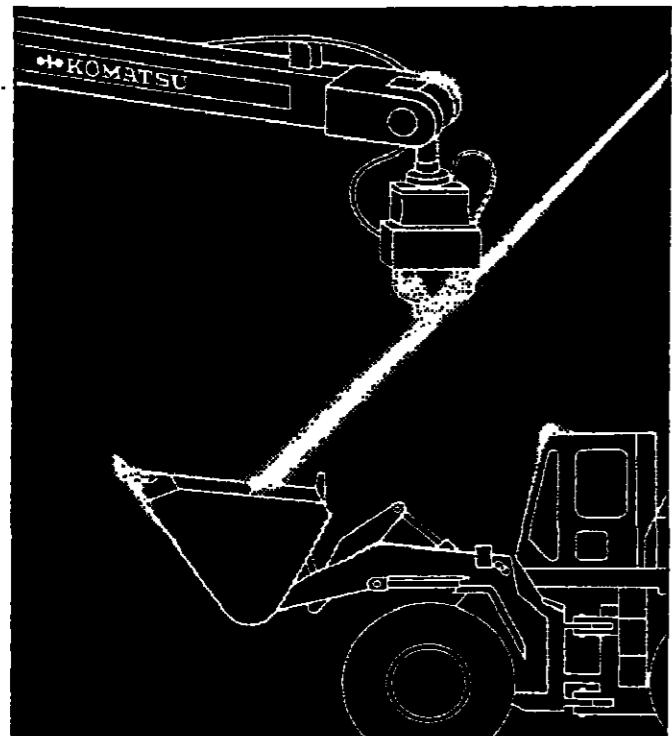
COVENTRY

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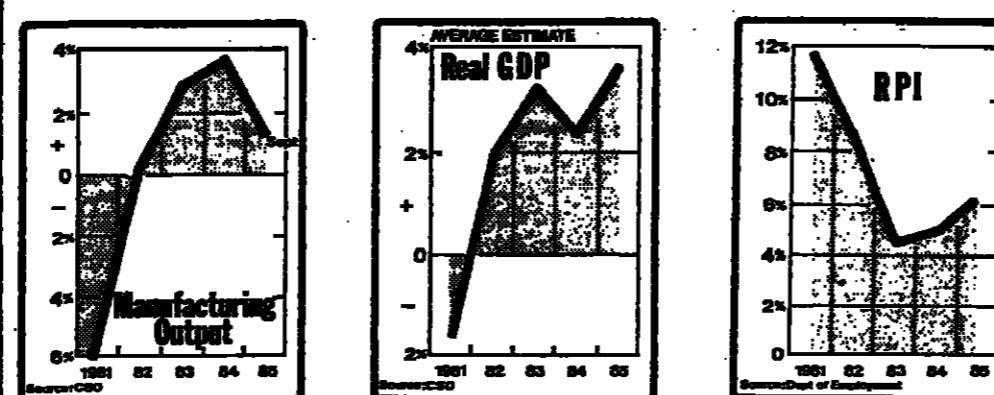
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Some successes but jobs gap remains

Economy

PHILIP STEPHENS

SHORT-TERM optimism and medium-term pessimism have been at the centre of recent debate in Britain about the country's overall economic prospects.

The Government, despite the recent jitters on the oil and foreign exchange markets, is confident that 1986 will be another year of strong growth and relatively low inflation.

That would allow it to claim the longest recovery in post-war history.

Independent forecasters are slightly less optimistic and highlight the fact that there seems no immediate prospect of a significant fall in the unemployment rate from the present 13 per cent. But they concede that the Treasury's projections for output and inflation next year are entirely plausible.

Critics of the Government's medium-term financial strategy—the basic framework for its tight monetary and fiscal policies—have tended to focus their attacks on the medium-term uncertainties of Britain's oil wealth gradually declines.

Their argument is that the large size of Britain's productive capacity, particularly manufacturing industry, displaced by oil production and exports cannot be revived without a far more interventionist

industrial strategy. But the hostile official reaction to a recent report from the House of Lords urging greater government help for manufacturing industry suggest that there is little prospect that it will abandon its present hands-off approach.

The official view is that the deep recession of 1980 and the Government's tough line on inflation has left industry leaner, fitter and more able to compete in world markets.

The short-term optimism is found in the Treasury's Autumn Statement on the economy, released two months ago. It predicts that output will rise by 3 per cent in 1986 after an increase of 3½ per cent last year.

Retail price inflation, which hit a temporary peak of 7 per cent in the middle of 1985, is forecast to be below 4 per cent by the end of this year.

Mr Nigel Lawson, the Chancellor, claimed that 1986 would therefore be the first year since the 1960s that Britain's inflation and growth rates have been within percentage point of each other.

The recent flurries on the world's oil markets in response to Opec's apparent determination to preserve its share of production have probably trimmed Mr Lawson's tax-cutting ambitions for 1986.

And sterling's response to the Opec announcement last month—it lost 4 per cent of its value in three days before calm was restored—has shown how vulnerable Britain is to the vagaries of international oil prices.

But the steady upward revisions in the growth projections of many independent forecasters over recent months, has underlined official confidence over this year's prospects.

If growth is likely to remain buoyant its composition is expected to change markedly. Over the last two years the main engines of the recovery have been investment and exports.

Boosted by tax changes, which have encouraged companies to bring forward capital spending ahead of the phasing out of capital allowances by the end of this year, business investment grew by 14 per cent in 1984 and 6 per cent last year.

The higher capital spending has also run in parallel with a surge in company profits. Between 1981 and 1984 profits rose by 70 per cent and there was a further 25 per cent increase between the first half of 1984 and that of 1985.

Exports, which began to grow rapidly in 1984 in response to sterling's decline over the previous two years, increased by an estimated 7 per cent in volume terms last year.

For 1986, however, the key to rising output is expected to be consumer spending, generated by buoyant earnings and a slower pace of price increases.

The sharp rise in the sterling exchange rate since the crisis in January last year and the weakness of international commodity prices will put sharp downward pressure on inflation.

The average earnings of those in work, however, are expected to continue to rise by between 7 and 8 per cent, triggering a steep increase in disposable incomes. The result, the Treasury predicts, will be a 4 per cent increase in the volume of consumer spending, with outlays on consumer durables rising by as much as 10 per cent.

In contrast, the growth rate of exports, which has already weakened considerably, is predicted to slow to between 2 and 3 per cent, while the Treasury's forecast of a 4 per cent rise in business investment is widely regarded as over-optimistic.

The latest survey by the Department of Trade and Industry suggests that capital spending across all industries will rise by only 1 per cent. For manufacturing industry alone it is projected a 2 per cent fall.

It is this juxtaposition of high real wages and subdued investment and exports growth which has provoked concern over the longer-term future.

The massive shake-out in British industry during the 1980 recession and to a lesser extent in succeeding years produced a surge of productivity growth. Overmanning was curbed dramatically as uneconomic plants closed and soaring unemployment weakened the power of trade unions.

Output per head in manufacturing, which had grown by an annual average of only 1 per cent in the previous five years, increased by 3½ per cent a year between 1979 and 1984.

This sharp rise in productivity growth cushioned the impact of strong earnings growth on unit

UNEMPLOYMENT

	Scotland	Yorkshire & Humberside
1	14.9%	14.5%
2	21.3%	12.3%
3	16.2%	10.5%
4	17.9%	9.7%
5	15.6%	11.8%
6	14.9%	

November 1985



And the independent National Institute for Economic and Social Research forecasts that last year's £3bn current account surplus may be transformed into a small deficit by 1987.

Mr Lawson's view is that the gradual decline of oil output will generate a parallel fall in the real exchange rate, which in turn will stimulate a revival of non-oil exports and gradually reverse the present huge deficit on manufactured trade.

Expanding service industries will also take up some of the slack while Britain will benefit from the huge build up of overseas assets during the past few years. The surplus on invisible trade, which includes interest, profits and dividends as well as the receipts from activities like tourism, is already running at over £5bn a year.

The Government's confidence in a semi-automatic adjustment process, however, is not universally shared. The Lords report, which won all-party support, puts forward a number of factors which might prevent such a process.

It says that scrapped capacity can only be restored over a long period, markets lost to British goods will be difficult to regain, and the performance of the exchange rate is uncertain.

A Government-backed revival of manufacturing industry, it argues, is also necessary to make a significant dent in the unemployment total, already one of the highest in Europe.

This report warns of a major political and economic crisis in the foreseeable future if its recommendations for greater government aid for industry are ignored.

The Government's abrupt rejection of this report has prompted Mr Roy Hattersley, the Labour Party's shadow chancellor, to accuse the Government of deliberately sacrificing long-term recovery to give the impression of economic success ahead of the next general election.

Mr Lawson, however, shows no signs of wavering in his confidence that the huge structural changes in British industry over the past few years provide the base for its long-term revival.

A lion's share

CONTINUED FROM PAGE ONE

helped to make Britain more attractive has been the way in which the unions have become, as a result of Government legislation and high unemployment willing to change century-old work practices. In particular, the readiness of organised labour to negotiate non-strike agreements has been welcomed by a large number of companies.

Japanese companies have been quick to exploit this advantage and concerns such as Nissan have felt strong enough to insist on such agreements being written in before they go ahead with an investment.

Britain's long history of political stability has also helped though there is perhaps some fear among businessmen abroad that a change of Government could undermine the good climate fostered by the Conservatives since they came to power in 1979.

Mr John Smith, Labour's trade spokesman, retorts this categorically. "The Labour Party is as anxious as anyone else, he says, to attract investment into the UK."

"What we are especially interested in is overseas concerns coming to Britain and delegating management control locally. We do not want the UK to become part of the branch-plant syndrome, in which local managers cannot take any action before they ring Detroit."

The power of Britain to attract major companies in new fields can be seen from a survey in America of 760 US electronics concerns. Some 38.8 per cent of them said they intended to invest outside the US and of these 84, or 28.5 per cent, named Britain as their preferred location.

Nor is the attraction of the UK limited to the US and Japan. Figures released by West Germany's Federal Ministry of Economics in Bonn show that total German investment in the UK in 1984 amounted to DM 6.1bn (£1.69bn) compared with DM 5.9bn in 1983 and DM 3.96bn in 1982.

Mr David Harrison-Harvey, director of Invest in Britain Bureau since 1984, says "companies can make good profits in Britain; the UK is very much the preferred area in which to invest in Europe."

To ensure that Britain remains at the top of the investment table the Invest in Britain Bureau has recently taken a fresh look at its policy and recast some of its emphasis in different directions. Most important, it has abandoned the broad-brush approach and moved to a sector approach.

Instead of mounting missions and exhibitions abroad in the hope of attracting companies to Britain the IBB has gone to the

areas to Wales, Scotland, Northern Ireland and the English regions, and asked them what sorts of inward investment they really want or need.

The second change of approach is that the bureau is now looking at the imports coming into Britain and analysing whether the overseas exporter could not be attracted to set up production facilities in the UK.

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Investing in Britain 3

Party system starts to change

Politics

MALCOLM RUTHERFORD



Mrs Thatcher: Thatcherism is now part of history

BRITAIN HAS had nearly seven years of Mrs Margaret Thatcher as Prime Minister with every prospect of at least two more years to come. "Thatcherism" or "Thatcherite" are sometimes used as a form of abuse, but they are also coming to have an historical sense—rather like Gaulism in France in the 1960s. For good or ill, she will have shaped British politics for a decade.

It is worth looking back to 1979, when she first came to power, to see how much has changed.

The initial answer is: a lot. But there are two subsidiary questions. How far will it stick? And was it the right kind of change?

The main political change has not been directly of Mrs Thatcher's making. The political map of Britain is quite different now from what it was seven years ago. There used to be, at the most, a two and a half party system. Labour and the Conservatives, with the Liberals sometimes doing well in by-elections and once, in February 1974, poised to take a large share of the national vote in a general election.

At that time, some of the electorate drew back at the last minute and the Liberals won just under 20 per cent of the vote and only 14 seats in the House of Commons.

There is now almost a three party system, at least in contour. The formation of the Social Democratic Party in 1981, mainly as a breakaway from Labour, and the subsequent alliance of the SDP with the Liberals, accelerated trends already in existence.

It used to be said, especially by the two main parties, that a vote for a third party at a general election was a wasted vote because there was no chance of it coming to power. That ceased to be an obvious truth once the Liberal-SDP Alliance was established.

It has been several times ahead of either the Conservatives or the SDP in the opinion polls and has slightly outpolled them in the by-elections during the current Parliament.

A three-party system is not new in British politics, but it is in the post-war period. In the 1920s and 1930s three parties were the norm as the Labour Party was emerging and the Liberals were declining. The Conservatives seem to go on for ever.

Any realistic bet must be that they will win the next general election—in 1987 or 1988—as well: the third in a row.

The reason behind that assertion is that the opposition is divided and that Britain has an electoral system of "first past the post" or "winner takes all". There is no proportional representation.

So long as there are two opposition movements—Labour and the Alliance—fighting each other as well as the Government, the odds must be heavily in favour of the Conservatives.

There is no sign whatsoever of Labour and the Alliance coming together, even tactically, before the next general election. What will be the future of the Labour Party if it loses yet again, having already seen its share of the vote fall to below 30 per cent in 1983? Will the Liberals and the Social Democrats then formally merge into a single party? And,

Darker side

Yet there is a darker side. Three points stand out.

● On the evidence of the last few months, unemployment may have peaked, but it is still just over 13 per cent. It is Mrs Thatcher's biggest liability.

● Attention has turned to the plight of the inner cities and to the gap between those in work and those out of work.

● The economic and social changes have been fuelled by the rises from North Sea oil and gas. These are probably now at their peak. Britain has been extremely lucky to have them. The test of whether there really has been an economic transformation for the better will come as they decline.

Mrs Thatcher and her senior ministers think that their greatest mistake at the outset was to have underestimated how long it would take to turn the country round. That is why the Prime Minister began to speak fairly early on of needing a third term.

Yet perhaps that conceals an achievement. All the main political parties talk fairly sombrely now about the state of Britain. There are fewer rash promises and fewer illusions and no great belief that all problems can be resolved simply by spending money. Labour or the Alliance would be unlikely to go back on too many of Mrs Thatcher's changes.

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Regional policy

ANTHONY MORETON

THERE IS a new purpose about Government policy towards the regions and it stems directly from the views of Mr Leon Brittan, Secretary for Trade and Industry, since the Government reshuffle last autumn.

Within days of being moved from the Home Office to a posting that was generally seen as hardly likely to affect him go on as leader into the 1980s.

The Conservatives, then, are the party to watch not only as the probable winners next time, but also for the way that they have been changing the political priority.

The social and economic changes since 1979 have been considerable. There has been a decline in trade union power, perhaps even in the idea of a united trade union movement. Strikes, apart from the exceptionally long and bitter miners' dispute 1984-85, have become relatively rare.

The Government won that one by sitting it out, and it will probably be some time before any union takes on the authorities again in such a way.

Government legislation has made it easier for employers to take legal action against disruption, and also for union members to resist strike calls by their leaders: for instance, through insistence on secret ballots.

In turn, the unions have become less political. The EPTU, which includes the electricians' unions, has become much less interested in Labour Party policies than in securing industrial agreements for its members, and that may be the pattern of the future.

There has been a bonfire of controls, exchange controls were very early in Mrs Thatcher's first administration. People talk

much less than they used to about prices and incomes control, and it is fairly widely believed that the Government means what it says about bringing down inflation and keeping it down.

At the turn of the year it was running at an annual rate of 5.5 per cent and expected to fall further.

Privatisation has been another big change. In a way it began with the sale of council houses, which turned out to be a hugely popular political act. The Government has followed up by selling state assets such as British Telecom, so that it is no longer a pipe-dream to talk about a share-owning as well as a property-owning democracy. Those changes will not be easy to reverse.

Our grateful thanks, gentlemen

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A passionate believer takes charge

Enterprise Zones

	No. of operational companies since 1985	Telephone Number	No. of operational companies since 1985	Telephone Number
ENGLAND				
Cotswold	1881	112 (0536) 62571	Wakefield	1981 46 (0924) 270211
Dudley	1881	n/a (0324) 55433	Wellingborough	1983 74 (0933) 553777
Firborough	1884	12 (0659) 52441	Worthington	1983 109 (0900) 656566
Hartlepool	1881	55 (0642) 765911	SCOTLAND	
Isle of Dogs	1882	260 (01-515) 3800	Clydebank	1981 300 041-952 0884
Middlesbrough	1883	91 (0642) 222279	Invergordon	1983 42 (0349) 553656
N.E. Lancashire	1883	56 (0282) 27411	Tayside-Aberdeen	1984 7 (0307) 65101
N.W. Kent	1883	115 (0634) 727777	Tayside-Dundee	1984 25 (0382) 29122
Rotherham	1883	58 (0709) 572099	WALES	
Salford	1881	238 061-793 3231	Delyn	1983 79 (08528) 4004
Scunthorpe	1883	19 (0724) 652 141	Milford Haven	1984 250 (0457) 67655
Speke	1881	59 (051-227) 3911	Waterway	1984 155 (0792) 50821
Telford	1884	22 (0952) 612131	Swansea	1983
Trafford Park	1881	108 061-672 2101	NORTHERN IRELAND	
Tynemouth	1881	15 (0632) 771611	Belfast	1981 250 (0232) 248449
Gateshead	1881	81 (0632) 322820	Londonderry	1983 67 (0504) 263992

on regionalism. He instances the action teams which are looking at urban problems and believes these may be taken further. He would like to see the money available for polytechnic urban problems used in a way that makes sense industrially.

"The DTTI does not have a lot of room for manoeuvre with its finances," he says, "but it is possible we could put a package together with other departments to do good in specific places."

Mr Brittan therefore faces a difficult task. He has to convince people he really means what he says about believing in regionalism while at the same time bearing with hard realities.

The trimming of the regional budget has led many in the assisted areas to feel they are the victims of a policy that will inexorably boost the rich south east of England at their expense.

Mr Brittan denies vehemently there is a north-south divide in the country. "We have problems in parts of Britain, such as Cornwall and the West Midlands, outside the north," he points out.

"It is far too crude to talk about the division of the country in this way."

This argument is not nearly so easy to sustain in parts of the country which are having to come to terms with structural readjustment. To them, something more than a high profile is desirable.

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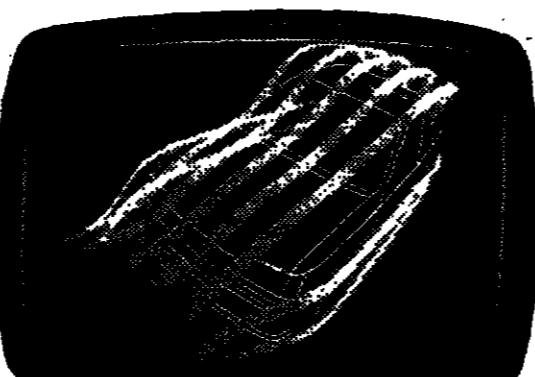
By the end of the year Europe's most distinguished motoring journalists had declared it the Car of the Year.

Our grateful thanks, gentlemen. We applaud your impeccable taste.

This success, however, did not come easy.

It had taken 4 years of testing, retesting, difficult experiments and simple hard graft to turn our concept into a reality.

The idea had first been mooted in 1980.



Simply stated, we wanted to build the new Astra.

Not just an improved model, but a car that would be the very best in its class.

The design and engineering departments were given a simple one word brief.

Advanced.

So the vast resources of General Motors were called upon, and work began.

The design teams were given access to the latest generation of computers.

They utilised a system that

was two generations younger than that used on the Apollo space mission.

The result, despite the trials and tribulations, is a car that's uncannily airy and spacious for its size.

It has significantly more passenger room and luggage space than even its best selling competitor.

And its slick aerodynamics have given it a class leading combination of stability, performance and economy.

Naturally, a car so far advanced needs a factory equally sophisticated to build it.

So our Ellesmere Port plant on Merseyside underwent a massive modernisation programme.

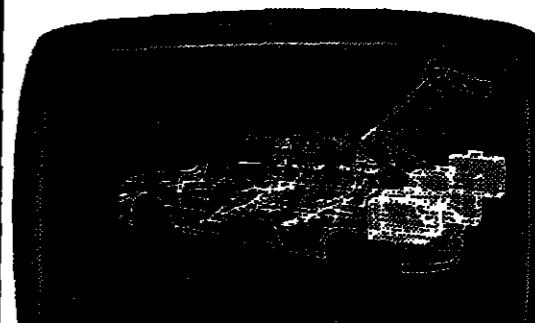
Sophisticated robotics, and other highly technological equipment were studied, tested and implemented.

At the same time working conditions were greatly improved overall. In all, it cost £65 million, or an investment of £13000 for every

person employed at the factory.

And after our recent triumph, it has obviously all been worth it.

For the Astra has emerged not just as a star of the present, but also of the future.

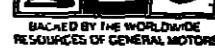


What's more it seems singularly appropriate that Ellesmere Port is the factory building it.

Because Ellesmere Port stands on the site of an ex-RAF airfield.

And the motto of the RAF?

Per Ardua ad Astra. Through hardship to the stars.

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INDUSTRY YEAR 1986

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Investing in Britain 4

20,000 reasons why Philips is investing in Britain.

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ESSO



Foreign banks attracted by open door policy

Financial Services

BARRY RILEY

BRITAIN HAS one of the most open and internationally orientated financial sectors in the world. There has long been a substantial foreign participation in banking and insurance. Now the only major closed sector, the domestic securities market, is being dramatically opened up later this year in a fundamental restructuring.

Traditionally Britain, as an island nation with at one stage a substantial worldwide empire, has been highly active in international trade and this has led naturally to the development of various financial markets — for banking services, insurance, commodities and securities.

Since the Second World War, however, the empire has faded away, and a major driving force behind the growth of financial services has been the determination of the Bank of England to promote the City of London as a major international centre.

The example of this has been the "open door" policy towards foreign banks in the past two or three decades, at a time when many countries have "silently" protected their own banking systems against external influence.

Now there are as many as 30 foreign banks with full branches in London, according to a survey by the Banker magazine. International business dominates the banking sector, as is shown by the fact that two-thirds of the £75bn liabilities of the banking system in mid-October were denominated in foreign currencies.

Of this total, American banks accounted for around £10bn, and Japanese banks for some £16bn.

This is not to say, however,

that foreign banks have failed at all to penetrate the domestic core of retail banking. High street banking is dominated by a handful of clearing banks and a much larger number of mutually owned building societies — each group having sterling deposits of around £100bn.

An attempt by the Hongkong and Shanghai Banking Corporation to buy the Royal Bank of

Scotland was fought off several years ago. But Citicorp, which has been nibbling at the market for more than a decade, has now achieved the important step of direct access to the London clearing system. And new building society legislation may enable societies to incorporate, at least the possibility of future takeover bids by foreigners.

Generally speaking, foreign banks have found it easier to enter the domestic corporate market than the domestic retail market. The American banks, in particular, have developed a big business with corporate treasurers in currencies and in short- and medium-term credit.

Longer-term capital is another matter, however. The British merchant banks have maintained their close connections with domestic companies, though they have concentrated increasingly on advisory and other fee-earning business and have been increasingly squeezed out of the wholesale money business.

Now the merchant banks are going through a major shake-up as they seek to adjust to revolutionary changes in the securities markets. At present these markets operate on two levels.

The Eurobond market is a fast-growing, young market (just over 20 years old) which is capitalised at maybe £400bn and is almost entirely operated by foreign banks and securities houses. Until now the London Stock Exchange has managed to keep foreigners out of its own markets, principally the £250bn equity market and the £100bn Government bond or gilt-edged market.

The existence of foreign exchange controls up to 1979 partly explained the Stock Exchange's intransigence. But

the end of 1980 saw the Bank of England begin to get very impatient with the Stock Exchange's unwillingness to fulfil its international role. At the same time, developments in data processing and satellite communications were starting to transform the global investment scene.

So, in 1983, the first steps were taken to open up the domestic securities markets. Foreigners have already taken minority stakes in many London securities firms. In March this year they will be permitted

North Sea link-up

NEK CABLES part of the Norwegian group, Norsk Elektrisk Kabelfabrik, moved in 1982 into a factory at Washington New Town in the north east which had been built originally for a TV broadcasting company.

Since then it has more than doubled its floorspace, injected a second significant tranche of investment in plant and machinery, increased its workforce fivefold and tripled turnover.

In the process the company, one of a number of Scandinavian groups which have crossed the North Sea to begin operations in the North East, has also introduced a ground-breaking Continental shift system.

The changes involve the replacement of a three-crew five-day working system to one utilising four crews in continuous working. This has raised total production hours from 5,500 to 8,500 hours per year with a single ten day shutdown over Christmas.

"I am very pleased with what we have achieved," says Mr Asbjorn Bjorvik, the Norwegian joint managing director responsible for production and financial control.

NEK manufactures over 0.5m metres of low voltage cable a week at its Washington plant. Its customers include the BBC (for studio cable), and computer companies such as IBM, ICL and Wang. Its cable is also being used in the System X telephone exchange system.

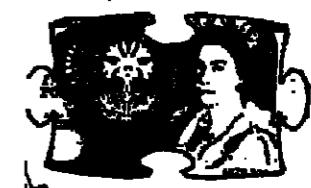
Mr Bjorvik hopes the site's turnover will rise next year to \$3.5m from this year's \$6.5m and that it will be turning out 40 tonnes of cable a week next year against the 35 tonnes it managed through this year.

Colo-based NEK was partly drawn to the north-east because of its traditional links with Scandinavia, good air communications between the two regions and the work done by the North of England Development Council in seeking the north-east to the Scandinavians.

But it was also attracted by the 22 per cent government grants then available as a result of the region's special development area status. Total investment in plant and machinery at the beginning was almost £3m. A further £1m has been put in with the floorspace increasing from 47,000 to 116,000 sq ft.

Mr Bjorvik is the only Norwegian on the site — the other joint managing director, Mr John Day, is responsible for sales and heads NEK's longer-established sales company in High Wycombe, Buckinghamshire.

Norwegian personnel were in Washington acting as consultants during the initial start-up.



An open door policy has made London one of the world's three main financial centres. Liberalisation will be taken a stage further this year with the restructuring of trading in domestic securities.

various rules covering matters like solvency, surveillance and reporting. It will be a criminal offence for unauthorised firms to trade in the UK in a wide range of broadly defined investment markets.

Outside the securities trading field, the relevant areas will include the futures market, where the London International Financial Futures Exchange is now, after three years, well-established as the largest futures market outside the US. Many foreign firms are represented in this market.

But while Life grows, the much lower-established commodity futures markets are under something of a cloud, affected by severe competition from the US exchanges, and the recent crisis in the tin market.

Investment managers will also need to register with an proposed SRO, perhaps the Investment Management Regulatory Organisation. London has established an important position as a base for global portfolio management, and a British survey last year indicated that at least 120 firms had been managed, including around 50 for overseas residents. Within this, UK offices of foreign firms were running 51 firms for overseas residents on a discretionary or advisory basis.

Marketing practices

Certain life assurance and mutual fund (unit trust) operations will also fall within the jurisdiction of the new regulatory framework, at least in respect of marketing practices. This is a competitive area, but several medium-sized life assurance companies have recently been acquired by foreign interests, and one of the biggest US companies, Aetna Life, is currently seeking to build up a presence in the market.

General insurance, meantime, is one of the most cosmopolitan sectors of the financial services industry in the UK. As with banking, the corporate market is easier to enter than the retail market where success depends on very large number of individual sales outlets.

Besides the companies there is also of course, Lloyd's, which has been going through a troubled spell but which continues to attract investment money from increasing numbers of rich individuals in the UK and abroad.

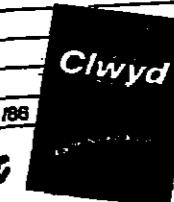
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Trade policy

CHRISTIAN TYLER

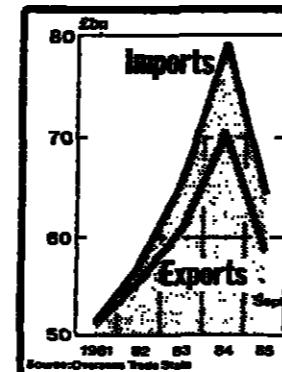
IN BOTH goods and services, Britain claims to operate one of the most open markets in the world. There are three reasons for that, according to a recent redefinition of trade policy by ministers in the present Conservative Government.

First, the UK is a stout defender of the aims of the General Agreement on Tariffs and Trade and is anxious to respect its Gatt obligations. Secondly, a country whose exports are the equivalent of nearly a third of gross domestic product depends more than most on continuing expansion of world trade under the liberal precepts of the Gatt system.

Thirdly, so the present government argues, the cost of protecting one industry from foreign competition will fall on other industries. Jobs saved in one part of the economy will probably be lost in others; more expensive imports would divert spending power and retaliation by other countries would hit established exporters.

This kind of logic has informed the trade policy of successive British governments. It is rare, except at times of acute economic hardship, for the UK to throw up barriers. Selective and temporary import controls have for years been demanded by the trade unions and by large sections of the Labour Party: for the most part those demands have been ignored, even by Labour governments.

The policy of the present Labour opposition has yet to be fully defined. But there appears to be little appetite,



Little appetite

"What we have to resolve is the potential conflict between, on the one hand, the social and economic consequences of rapid change in supplying patterns and, on the other, the economic penalties which restrictive practices like voluntary restraint agreements carry."

"I recognise the force of the economic arguments in favour of letting structural adjustments take an untrammelled course. But as a politician I need to work within the ambit of what is tolerable to voters

within a democratic society."

Britain's import and export regimes are of course largely shaped by the European Community. Partly because of EEC membership, according to the last detailed study by the Department of Trade, only 7 per cent of visible imports into the UK were subject to British restrictions, while 17 per cent were subject to tariffs. (An estimated quarter of the products restrained were also subject to tariffs.)

The net result was that about 75 per cent of visible imports were entering the country free of any restraint. That compares with a figure of 40 per cent in 1960.

The EEC accounted for 47 per cent of UK imports—all tariff-free—and the EEA countries 16 per cent—virtually duty-free. Other developed countries and the centrally-planned economies accounted for 27 per cent of imports and paid duty on 56 per cent of that trade, while the developing countries, with a 10 per cent share, paid on 43 per cent.

Among the commodities subject to import controls is steel, under the provisions of the European Coal and Steel Community treaty, mainly by means of "voluntary" agreements. More important is the quota restraint on textiles and clothing, permitted by the Multi Fibre Arrangement condoned by Gatt.

Following an economist's analysis of the costs and benefits to the British economy of the MFA, the UK has taken a more liberal line on textile trade. In the forthcoming re-negotiation of the agreement it will argue for renewal of the system, but for a much less restrictive framework.

The whole MFA question could be thrown into the melting pot, however, now that the 90 Gatt nations are preparing

for a fresh negotiating round: textile trade must surely become an important bargaining counter for the developed countries if they are to win real concessions from the Soviet Union and its allies in the Warsaw Pact.

On the export side of the equation, there are few restrictions imposed by Britain. Control orders cover defence equipment, atomic energy goods and "strategic goods". As a member of the Co-ordinating Committee for Multilateral Export Controls (CoCom), based in Paris, the UK is bound to vet sales to the Communist world (and some other countries) of any goods that might have a military application.

The CoCom rules, recently revised in an effort to keep pace with rapid technological change, are somewhat controver-

sial, however. Many companies argue that the definition of "militarily useful" has been taken to absurd lengths and that arms sales trade with the Soviet Union and its allies is being impeded.

Other British export controls are designed to conserve scarce materials, to protect animal welfare or to save the national artistic heritage.

Exchange controls were abolished in 1979, since when there has been a very substantial increase in overseas investment. Direct investment overseas by non-financial firms amounted to \$2.6bn, with other investment totalling \$1.5bn. UK residents' portfolio investment abroad was over \$6bn. The corresponding figure for all inward investment was \$5.4bn.



INDUSTRY

The shake-out of the past five years has left industry leaner and fitter. The test it must now equip itself for is to make good the loss of oil revenues in the 1990s.

Industry learns to use the European system

Incentives

GAY SCOTT

DESPITE SUGGESTIONS to the contrary, the UK has in general been fairly successful in drawing money from European sources. Britain tends to have good projects and has proved reasonably efficient in drawing up the submissions for voting in Brussels or Luxembourg.

By far the biggest chunk of EEC spending goes to the Common Agricultural Policy. Although this expenditure is being brought slowly under control it has not yet diminished to such an extent that industrial funds can grow rapidly.

Funds for training, energy, research and manufacturing are, nevertheless, large and can make a strong input on individual projects. Competition for these funds is tough and getting tougher. The project must be high quality and it must appeal in European terms.

Under the European Regional Development Fund the greater part of the available grants are on a quota system with the UK's share set at between 21.42 and 23.55 per cent of the total. Only Italy has a larger share than this with between 30 and 40 per cent.

All the UK has to do is attract this money is to submit eligible projects for industry, services or infrastructure projects in the assisted areas. However, there has been a serious shortage of industrial projects in the last few years of recession and the greater part of the funds have been spent on building roads and bridges and other infrastructure projects.

The Government does not pass on the money which it receives from Brussels for industrial investment under the fund but it does use it to reimburse the Exchequer for grants which it gives under section 7 of the Industrial Development Act.

A recent mid-term review of Esprit, the Community's information technology programme, revealed that a further 87 projects were funded in 1984 to the tune of £183m.

Universities also now view EEC programmes as a way of bolstering diminishing income

and many academic and research institutions take an aggressively commercial approach towards securing external funding. For example, the Consumers' Association obtained a grant of around £150,000 for developing Videotex for consumer information under the data-processing programme.

Various soft loans are also available from the EEC. The withdrawal of the Government's exchange risk cover scheme has made European Investment Bank loans less attractive than they once were, since European loans are issued in a cocktail of currencies and most companies would wish to guard against fluctuations in currency by taking on a sterling liability only.

However, EIB loans are made at below normal base lending rates and companies may consider a medium-term loan in a mix of currencies to match their receivables. In 1984 Short Brothers of Belfast negotiated a £10m loan for the development and production of their 36 seater commuter aircraft.

Of much greater attraction are the loans made by the European Coal and Steel Community not just for Investment projects in the industry itself but also for any suitable projects in coal and steel closure areas.

These loans are available for projects which create jobs in manufacturing or services which could be held as suitable for former steel or coal workers. The essential features of European Coal and Steel Community lending—fixed low-interest rates for medium-term lending with delayed capital payments have proved very attractive. The Government still offers exchange risk cover up to a maximum of £500,000 for each project. The sterling interest rate is 2 per cent below the broadly commercial rate.

ECSC lending in the UK was £60m in 1984 at some £62m compared with £163m in West Germany and £107m in France. The UK, however, has by far the largest amount in ECSC loans outstanding at the end of that year—£1453m.

Gay Scott is a director of Esprit, financial advisors to industry.

AID FROM EUROPE

ing industry—the agro-food industry: £71m

European Social Fund (for training project): £232m

European Regional Development Fund (for industry and infrastructure projects): £163m

Loans

European Coal and Steel Community to UK: £49m

European Investment Bank: £221m

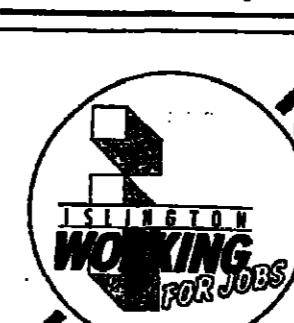
Sources: Esprit, HM Treasury

European Commission

Community payments

Country	Contributions		Receipts % Ecu m
	Ecu m	Ecu m	
Belgium	1,268.3	840.1	3.5
Denmark	532.9	1,020.1	4.2
West Germany	7,052.4	4,019.3	16.7
Greece	355.5	1,364.0	5.7
Iceland	4,202.3	4,342.5	13.1
Ireland	288.3	1,210.4	5.0
Italy	3,425.4	4,962.4	20.7
Luxembourg	31.3	11.2	0.1
Netherlands	1,857.8	2,122.6	3.3
UK	5,429.5	4,092.5	17.1
Total	24,380.0	23,398.2	

Source: Esprit. * Includes agriculture.



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Investing in Britain 7

Manufacturing sector shows resilience

Industry
IAN RODGER

THE STATE of UK industry has been a subject of comment and lively debate ever since people became aware two years ago that the country had become a net importer of manufactured goods.

The fact that the country which set off the industrial revolution—a country with few natural resources and a very large population—was no longer able to support itself with the goods it made came as a shock to most Britons. And it has been causing increasing alarm in some quarters since of the impending loss of the past decade's trade surplus on oil.

The issue came to a head in October with the publication of a report by a House of Lords Committee on Overseas Trade. The report argued that the decline was due to low investment in, and the lack of cost-competitiveness of, UK manufacturing over a long period, exacerbated in recent years by high rates of inflation, interest and currency. It predicted that unless the Government took steps to stimulate the economy and provide special support for industry, many manufacturing sectors would continue to decline.

Responding for the Government, Mr Nigel Lawson, the Chancellor of the Exchequer, could hardly have been more devastating. The report, he said, consisted of "special pleading dressed up as analysis, and assertion masquerading as evidence". His view was that British industry was in much better condition than it was five years ago, thanks largely to a more liberal environment provided by the Government.

He argued that, as the oil ran down, the exchange rate would decline and industrialists both in and outside the UK would realise that the country was a good place to make things again. There would be no need for the "cocoon of subsidies" proposed by the Lords committee to bring about a big increase in manufacturing output.

So which side is right? Only time will tell, but there is

already considerable evidence to support the Chancellor's view. Manufacturing industry undoubtedly is in much better shape than it was five years ago. Output per worker in manufacturing is 27 per cent higher than it was in 1980, largely because the Government has enabled managers to get rid of overmanning and the traditional rigidities in labour practices.

Cash flow has also improved steadily. Trading profits before depreciation of UK industrial and commercial companies rose from £40bn in 1980 to £67.5bn last year and there was a further 22 per cent surge in the first half of 1985.

The more vexing question is whether or not the shakeout of the past five years has caused the elimination or crippling of many sectors. And if that is the case, will it be the Lords Committee claims, be very difficult to rebuild them?

It is certainly true that a few sectors, such as motor-cycles, home entertainment products, photographic film, and special steels have all but disappeared. And others, especially motor-cars, have seen dramatic declines in output in the past decade.

But the resilience of manufacturing has been greater than many people may suspect. From its low point in the fourth quarter of 1979, manufacturing output had tumbled more than 15 per cent by the fourth quarter of 1982.

Since then it has been recovering steadily, and is now only 6 per cent below the 1979 peak. A few of the UK's strongest industries, such as chemicals, pharmaceuticals and electrical engineering, are already above the 1979 peaks.

It is always difficult to get clear measures of capacity. But it is encouraging that even though many sectors are now nudging up against their historic production records, few complaints are being heard about capacity constraints.

What seems to have occurred is that, while much old plant has been scrapped, manufacturers have found that they can squeeze much more output from less equipment, better management and more cooperative workers.

Also, there has been a resurgence in investment in new, more productive equipment. From the last peak of

£7.5bn in 1979, annual gross fixed investment by manufacturing industry dropped to £4.6bn in 1980, but recovered to £5.5bn in 1984 and grew by 2.2 further 5.5 per cent in the first half of 1985.

All this would seem to suggest that the mythical automatic regulator beloved by the current Government's economists can work in the terms of its theory. In Britain's favour, many British manufacturers may well be able to respond quickly and fully to demands for higher output.

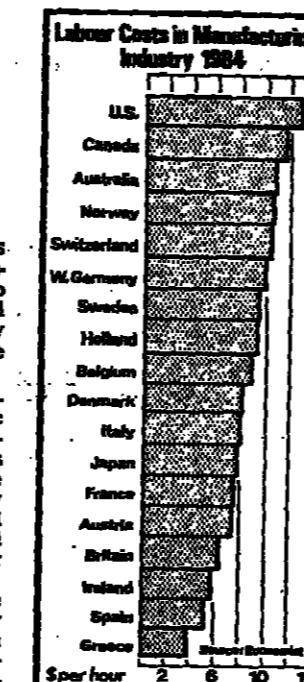
There is also some evidence that industrialists are already planning to increase output in anticipation of such an improvement. Probably the most clear-cut indication was the decision in October by J. L. Case, the US farm equipment group, to launch a \$20m, five year investment programme in this country, involving the transfer of some activity from the US. This programme alone is expected to generate an additional £150m in annual exports of manufactured products.

Farm equipment is one of the manufacturing sectors where the UK has remained very strong in recent years despite the difficult trading climate. Many other mechanical engineering sectors too have held their own.

Britain also remains a major producer of gas turbine engines. Indeed, Rolls-Royce has the only significant aerospace engine technology outside the US. Similarly, Ruston Gas Turbines is one of the few non-US companies to make its own design industrial gas turbines.

Despite their upheavals in the past decade, the two largest final-product industries remain aerospace and automobiles. The automobile industry finally seems poised for some recovery from the slump of the past decade. Privatised Jaguar has been very successful as a result of a fresh commitment to quality and state-owned Austin-Rover has been making progress towards profitability.

As for the multinationals, Ford and General Motors, they, like Case, seem to have recognised that the UK will be an increasingly competitive manufacturing centre in the future. Ford, for example, is concentrating all its diesel engine



manufacturing for Europe in the UK.

British Aerospace too has seen its prospects improve, thanks mainly to the recent strengthening of its civil aircraft interests. Airbus Industrie, in which it has a 20 per cent stake, has built up a substantial order book in recent months.

For all the promising signs, it still remains to be seen whether UK manufacturers will be able to fill the gap that will soon be created in the country's trade balance by declining oil incomes. There is no doubt that they are growing with considerable Government support and encouragement, doing all the right things—designing for more efficient manufacture, using new materials, adopting flexible factory automation technologies, and paying more attention to marketing.

But it is difficult to tell if they are doing them as rapidly and effectively as their overseas competitors. The performance of the so-called high technology sectors is a particularly puzzling case. The statistics indicate that the electronics industries are growing very rapidly, but hardly a day passes without evidence of leading British companies in these sectors—ICL, Sinclair, Racal, Thorn-EMI, STC—being in trouble.

Perhaps the explanation is that their operations are now of less significance compared to those of foreign companies, such as IBM and Digital Equipment of the US, Sony and Hitachi of Japan, and many others, that are thriving. Time will tell.

Challenge of the post-oil era

Energy
MAX WILKINSON

THE LONG slow decline of Britain's oil production is likely to set in from this year, bringing with it the need for profound adjustments in the economy as a whole.

In just 10 years, crude oil production from the UK sector of the North Sea has risen from nothing to an average of about 2.7m b/d (130m tonnes) last year.

By the end of this year more than 350bn (in current money terms) will have been invested in North Sea oil and gas fields, with the creation of some 100,000 jobs including those in associated industries.

In the next ten years, output from the fields now in production or being developed will fall steadily, and by the end of the century they will be providing only about 10 per cent of the current level of production.

The major challenge for Britain is to maintain and build the strength of the rest of the economy, especially the manufacturing sector, to provide the export earnings needed to pay for the oil and other goods which will then be imported.

For one of the remarkable aspects about Britain's second major period of discovery of fossil fuel is that it was accompanied by a sharp decline in manufacturing industry. In marked contrast with the great development of the "workshop of the world" on the back of Victoria coal production, UK manufacturing output fell by about 15 per cent during the much more rapid build up of oil production from 1970 to 1981.

The decline in manufacturing which has not been completely reversed in the steady recovery since 1981, cannot be linked in a naive way to the rise of oil. The sharp change in monetary policy in 1979 and long-standing structural weaknesses clearly contributed.

But the loss of competitiveness as rising oil production helped to strengthen the exchange rate in 1979-80 clearly was an important factor. It points to the essence of the problem which Britain will face in the years ahead.

Just as rising oil output pushed the UK balance of payments into surpluses far greater than at any time in post-war



Production platform in the Forties field. By 1990 Britain's North Sea oil output will fall steadily.

history, so the decline of oil must reduce the surplus with a consequent pressure on the exchange rate.

If this process is gradual enough, manufacturing industry may be able to rebuild its strength by exploiting its improved international competitiveness. But if the exchange rate were to come under sharp downward pressure the Government might well feel obliged to tighten its inflationary strategy, with adverse consequences for industry.

Much therefore depends on whether the downward slope of North Sea oil output for the rest of this century will be gentle or steep. The current weakness of the oil market is also important for Britain since any sharp decline in prices could precipitate a fall in sterling.

In the longer term, weaker oil prices could reduce the incentive to develop new fields and so reduce the supplies available to Britain in the late 1990s.

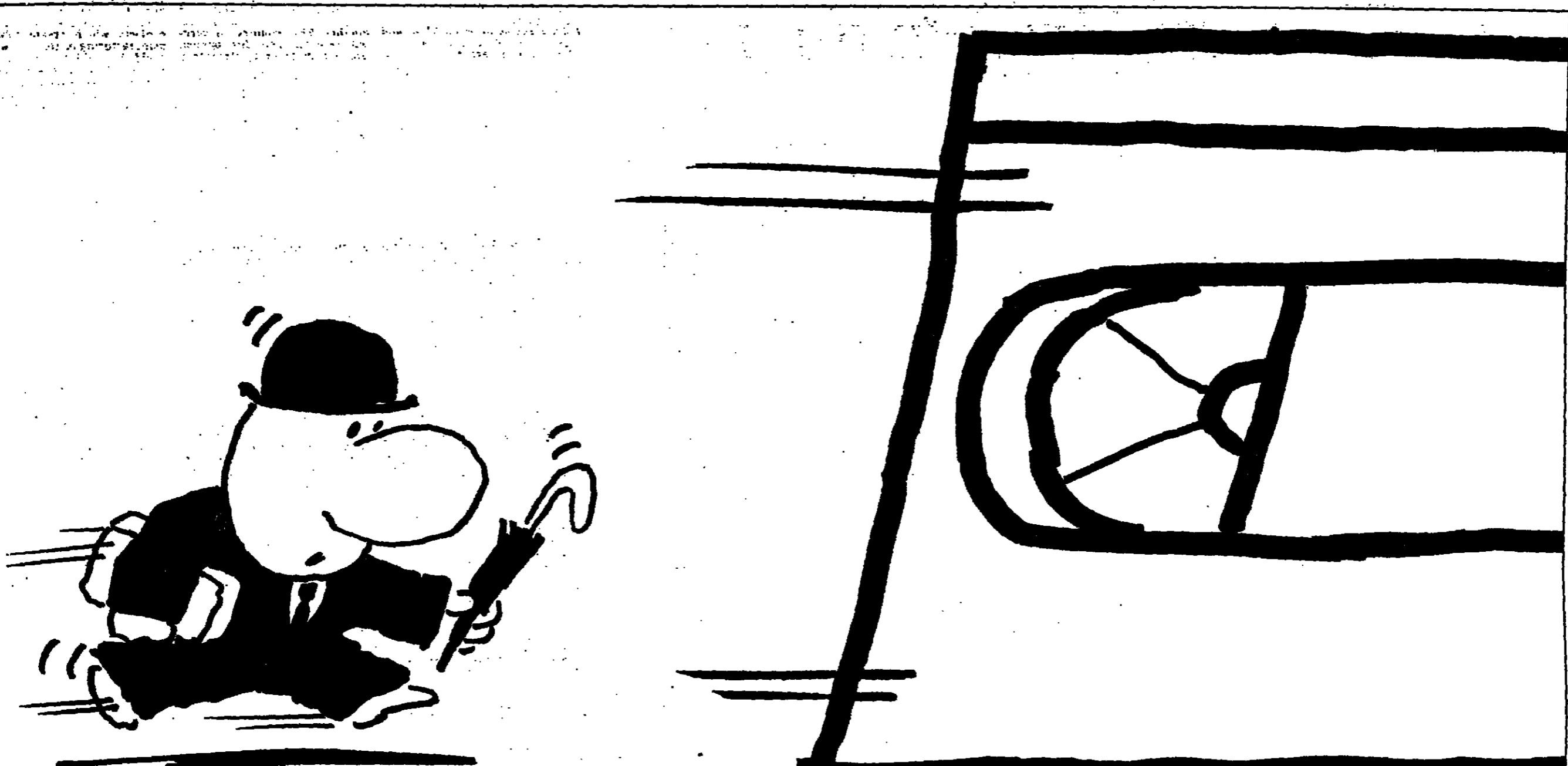
The sharp decline in development activity in 1980 and 1981 forced the Government to ease the North Sea tax regime in the 1982 Budget, when new fields became exempt from the 124 per cent royalty payment. After that development picked up quickly.

Although it has become fashionable to analyse the future of "Britain without oil," the outlook is by no means bleak. The 34 oil fields which were in production or under development by the end of 1984 are likely to keep the UK self-sufficient in oil until the early part of the next decade.

At current rates of consumption, this would be enough to supply the UK's oil needs for between 17 and 35 years, although government policy is to maximise output at well above the UK consumption rate.

One of the political lessons from the recent miners' strike was the need to secure a diversity of power sources. The oil-fired stations rescued the Government in 1984-85, but otherwise there seems little prospect that they can ever again earn their keep.

The nuclear programme is therefore seen as a political insurance as well as being a source of relatively cheap energy when the oil begins to run out.



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There are at least 25 science parks associated with universities.

These are at a very low density, situated near a major scientific university and enjoying significant opportunities of interchange with that university. They are a means of bringing suitable industry and applied research close to the sources of scientific progress."

Not all the parks follow this definition rigorously. At Cambridge, for instance, the first and still the biggest science park in Britain, with some 35 tenants, there are several large companies. The largest is Napp Laboratories, the US-owned pharmaceuticals concern which, while concerned with high technology and fine research, is also a commercial producer. There are others on the park, some three miles from the centre of Cambridge, close to the main railway line, whose role is

to centre of higher learning outside the universities and there are still others which have the backing either of major public companies, new towns or commercial property organisations.

This gives the potential investor enormous choice because each park has a different conception of its role. Most of those founded by, or linked with, universities believe that science parks should be centres for the transfer of technology.

The UK Science Parks Association has defined a park as being a place where "a collection of industrial, technological, commercial or research institutes are situated in attractive, well-landscaped surroundings, developed to a very low

density, situated near a major scientific university and enjoying significant opportunities of interchange with that university. They are a means of bringing suitable industry and applied research close to the sources of scientific progress."

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Others would see their role differently. "Our park is not a separate entity from the university," according to Dr. Peter Heriot-Watt, Research Park associated with Heriot-Watt University in Edinburgh and chairman of the

Science Park sees itself as part of the science park structure even though it is not strictly associated with a university and is certainly not in university grounds. The Mid-Glamorgan High Technology Park, at Bridgend, in south Wales has been funded by the county council and the Deeside Park at Wrexham in north Wales has been developed by the Welsh Development Agency.

It is one aspect of the technology transfer that goes on here. If a company on the park gets to the point where it begins to be involved in mass manufacture then we would expect it to move on, to find a larger home somewhere else."

Heriot-Watt is not alone in this approach. It is shared by Brunel on the western side of London near Heathrow airport, and Springfield House, attached to Leeds University, among others.

This approach may have come about because most British university-linked science parks are relatively small. Cambridge covers 18 acres, Surrey 70 acres and Heriot-Watt 50 acres but the average size is represented more by Stirling's 14 acres, Loughborough's three and East Anglia's 12.

Some science parks - Bradford, Leeds, Middlesbrough (associated with Liverpool University and Liverpool Poly) and Durham - are essentially single buildings so that the scope for the emergence of larger buildings is constrained.

Not all the science parks would accept the university-inspired definition, though. Warrington's Birchwood

Investing in Britain 8

Adherents flock to science park banner

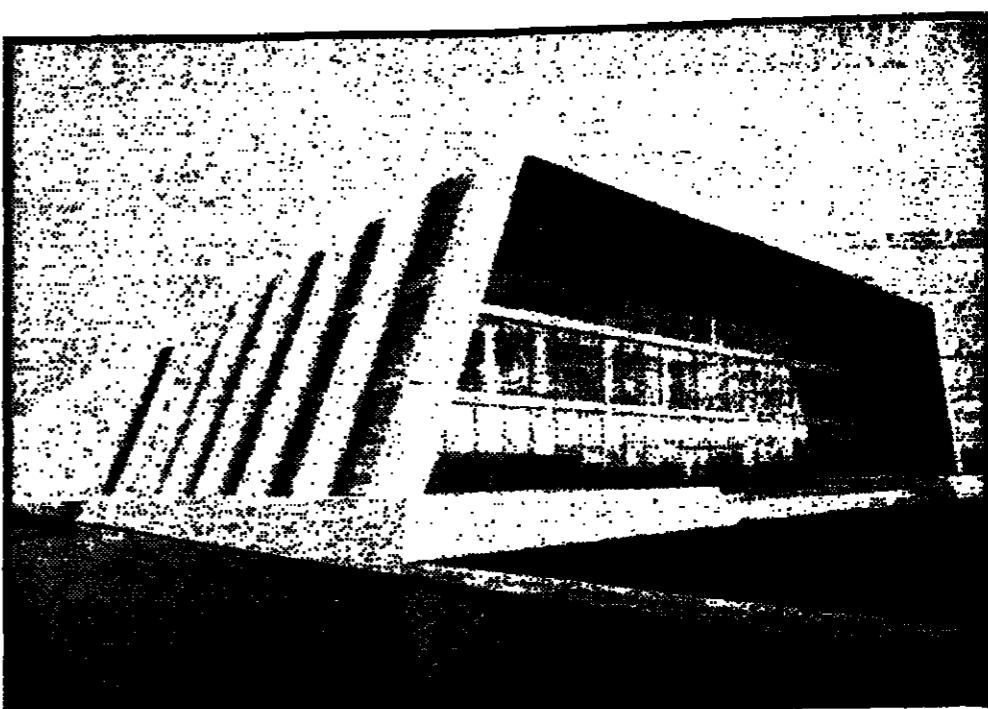
Academic Links

ANTHONY MORETON

ANY INVESTOR or business man wishing to set up facilities on a science park has an enviable choice in the UK.

Even if the choice is strictly limited to those which have links with universities, the incoming could go to a park from Dundee in the north to Exeter on the south coast. There is an even wider choice if the field is not restricted to university-linked parks.

There are at least 25 science parks associated with universities,



More than 50 companies are now based at the Cambridge Science Park. Among them is the £20m complex (above) for Napp Laboratories which houses the pharmaceutical company's research, production and distribution facilities. A special six-page report on the renewal of interest in UK science parks appeared in the Financial Times on Saturday, November 30, 1985.

department and grows to an appreciable size. It should not necessarily have to move away from the university solely because of that growth.

Stanford now has companies on it employing thousands of employees. Boston has spawned high-technology industries in a wide area, associated with Route 128 around the city.

The difference, according to Mr Russell Cox, chairman of MIT Enterprise Forum, of Boston, is one concerning "cultural and entrepreneurial values."

The difference, he believes, is not a matter of Europeans being unable to invent things or produce things. They can do it as well as people in the US. "What they do not do is turn those inventions into things with the same rapidity. We do not lay down rules about what should or should not be produced on a park. We just believe that if a company can grow good luck to it."

The closest place in the UK that approximates to Boston and Route 128 is Cambridge with its Cambridge Phenomenon, the sucking-in of high-technology industries into and around the university city. But the Cambridge Phenomenon has not depended on the Cambridge Science Park even though they have grown over much the same period.

The Cambridge Phenomenon occurred because a large number of companies, few of which originated in the university, decided to set up operations near the university so that they could offer attractive living and working conditions for their employees and operate in an industrially high-class environment.

The wide choice of sites now available in Britain is a recent happening. Although both Cambridge and Heriot-Watt have been in existence for over a decade the big growth has been in the last four years and owes as much to negative factors (a need to find other income by universities following government financial cuts in 1981) as positive (the drive by the government in 1987 to set up the parks).

Such a dichotomy of thought could only arise in Britain. There is no way it could happen in the US, where science parks originated at Stanford in California and around Boston, Massachusetts, in the 1950s.

Americans believe that if a company starts in a small way and associated with a university

have been offered a unique opportunity to work alongside teachers in curriculum development for the new courses, and Ministers believe TVEI will prove a stimulus for major reform in Britain's secondary schools.

The need to concentrate on courses which are relevant to industry's needs is one of the themes of the Government's higher education Green Paper, The Development of Higher Education into the 1990s, published last year.

Academics and opposition politicians have, however, been strongly critical of the Green Paper, saying that its outlook will leave the country with an under-funded and contracting system of higher education.

Recent research has warned of a growing shortage of graduates to work in advanced technology sectors of British industry, and the Government has responded to this by trying to achieve a switch in student places at universities and polytechnics from the humanities to science and technology. Initial evidence shows that there will be resistance in many colleges to the levels of reduction of arts subjects which would be required to achieve the switch.

Powerful campaign

Skills shortages are not confined to graduates. The engineering industry, for example, faces shortages of craftsmen and technicians between now and the end of the decade and this is one of the factors behind a powerful campaign to reform Britain's system of industrial training.

By any standards of measurement, industrial training in Britain is underdeveloped compared with its leading international competitors. A survey conducted for the Manpower Services Commission indicates that the average British company spends only 0.15 per cent of its turnover on training, and progress here has been slower.

The successful launch of YTS has been achieved partly by the use of Government money to assist employers with the cost of taking on trainees. In the field of adult training the Government and MSC have concentrated on trying to convince employers that they should invest their own money, and progress here has been slower.

There are also a growing number of schemes designed to take advantage of new technology in the field of training in more flexible and innovative ways. One of Britain's real post-war educational achievements has been the Open University, and an Open Tech has now been founded to use similar distance-learning methods to offer retraining for adults at technician level in industry.

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Work has already started on a

new road link which will connect the car parks directly with the M62 & M1 Motorways and other arterial routes.

Details of this and many other exciting development projects contact Chris Mellors, Room 4, Bradford Economic Development Unit, City Hall, Bradford, BD1 1HY. Tel: 0223 753789 or Peter Eccles, Room 4, British Railways Property Board, Hudson House, York, YO1 1HP. Tel: 0904 53022.

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Cumbria

Investing in Britain 9

Job fears temper shopfloor climate

LABOUR RELATIONS in the UK used to be characterised in the term the British disease, a lack of commitment to work and to the company, translated into an apparent readiness to strike virtually instantaneously, or often the thinnest — if any — of pretexts.

Foreign investors in the UK seemed especially prone to outbreaks of the disease: seen as distant, wealthy multinationals, they were a political, as well as an industrial target, for the militancy of the 1970s which lay behind certain trade union thinking and approaches at that time.

That British labour relations have undergone a sea change might be hard to tell in a year which has seen some of the most violent-ever scenes in a UK industrial dispute — the 1984-85 miners' strike — pumped nightly into people's general lives through the TV screen; but it has.

In international terms, the facts bear it out. The UK occupies today a middle-ranking international place in terms of days lost through strikes (though some of its most important competitors — West Germany, France, Japan — are below it), and though the CBI, the employers' body, is concerned that its labour costs are rising in comparison with competitor countries, they start from a low base: a survey by Institut der Deutschen Wirtschaft (IDW), the West German employers' research body, of comparative labour costs in 18 leading countries places the UK 15th, with its costs around lower than those of the US (1st), West Germany (5th) and Japan (12th).

Co-operation

That such international trends, combined with the UK's position as a point of entry into the EEC market, have not escaped foreign investors is clear from the number which have established manufacturing plants here: IBM in the south and Scotland, followed there by a host of US semiconductor companies; the Japanese in south Wales, and elsewhere too.

Labour relations were a problem in these companies thinking — but not an overwhelming one. Forthcoming research by Professor John Dunning of Reading University on Japanese investment and practices in the UK shows industrial relations to be a consideration in siting here, but less of a minus factor than, for instance, problems of product supply and quality.

Primarily, the change in UK labour relations has been enacted by the sharp rise in British unemployment, from a national average of 5.8 per cent (some 1.3m people), when the Conservative Government came to power in 1979, to 8.17m now.

Its impact has been widespread, reducing strikes at one end of the spectrum, and helping to engender forms of workforce co-operation unthinkable in the UK ten years ago. It has slashed, for instance, union membership rolls, down almost 20 per cent from their 1979 levels. In the 1970s when UK unions were at the zenith of their power, the leader of the largest union, the transport workers, was seen in opinion polls as more powerful than the Prime Minister.

Falling numbers — and, more importantly, the decline in the unionisation of the workforce — have led to tightening finances, and to unions adjusting their sights, and their ambitions. That the Government has actu-

Working Days Lost

	Working days lost by industrial disputes per 1000 employees, 1985
Italy	869
Spain	590
Canada	466
Ireland	400
Finland	360
New Zealand	356
Australia	326
United Kingdom	177
France	90
Denmark	40
Sweden	40
Netherlands	38
Japan	10

Source: Department of Employment Gazette, 1985.

ATTRACTING INDUSTRY TO SCOTLAND

A new challenge

LOCATE IN SCOTLAND in favour of a more selective approach. The SDA which fears that this, coupled with the recession in electronics, will reduce the flow of companies moving into Scotland.

Mr Robertson and others are confident, however, that the pressure on US companies to reduce costs and penetrate the European market by establishing bases abroad will continue. Inward investment is also seen as a major stimulant for indigenous industry. The supply industry serving the big US and Japanese electronics companies like IBM, NEC and Motorola is getting bigger and, in the view of the SDA, has now achieved growth momentum.

The ideal combination for Locate in Scotland is the company ready to set up a research and development facility in Scotland which will draw on the resources of the country's universities and technical colleges. Because R & D is brought in more management jobs are created and the company sets down deeper roots. It is the pure assembly operations which get closed when the parent company goes through a bad patch.

Companies like Hewlett Packard in South Queensferry and NCR in Dundee have developed new product lines in Scotland providing jobs and drawing in engineering talent which might otherwise have gone south or even abroad in search of work.

Mark Meredith

Location Preference

Order of preference by the US electronics industry

Ranking	Previous year's ranking	Country	Number of companies out of 235 that have either chosen or shortlisted the country in question
1	1	UK	84
2	2	Ireland	50
3	5	W Germany	49
4	10	Mexico	37
5	4	Japan	25
6	8	France	20
7	2	Netherlands	23
8	7	Taiwan	23
9	6	Canada	22
10	14	Belgium	17
11	11	Spain	15
12	18	Austria	14
13	9	Italy	14
14	16	Barbados	13
15	17	Switzerland	12



Mr George Younger, Secretary of State for Scotland.

"They had different presentations. Ireland emphasised the cost of money. The German presentation was effectively done but the problem would have been with the language and with the overhead costs, it would have been expensive," Mr Morrison states.

Locate in Scotland followed up its initial package with proposals for possible plant sites. Inward investment had largely tended to favour other new towns like East Kilbride, or Livingston. But Irvine had what Sci wanted: a building in place and space alongside the plant for expansion.

Financial incentives from government were a stimulus but not the deciding factor according to Mr Morrison. "It was more like the icing on the cake," he says.

While this arrival demonstrated secondary growth of support industries for electronics, a Japanese silicon producer Shin-Etsu was to follow — Sci on paper seemed to have one drawback.

The US company did not bring with it a commitment to

research and development which the planners wanted to see in inward investment. These facilities are seen as requiring a higher calibre of management and drawing on the academic resources of Scotland.

A research and development operation also means putting down greater roots and makes a company less vulnerable to closure when the US or Japanese parents fall on hard times.

Mr Morrison denies, however, that Sci is a "branch office" liable to closure. The nature of business, making components for other manufacturers does not require research staff. Sci carries out work under contract, most of it loading printed circuit boards for the big Scottish-based producers. The plant employs about 400 staff.

Equal weighting

"We rise and fall on the level of success we have in operating plants," says Mr Morrison. "Sci will not pump in money regardless, but we have no problem with new investment if it is justified," he says.

A foreign plant's commercial performance is the real commitment in Mr Morrison's view. "We have an equal weighting with industry in the States. If we have a good order book, this would not be transferred to the States, and the plant shut down."

The corporate structure of Sci means each plant is responsible for its marketing and overheads, which encourages autonomy and local initiatives.

Locally based marketing has been a benefit in the current slump within the electronics industry in the US. The European market has not declined by the same extent and demand has been sustained.

M. M.

Why SCI found the package attractive

THE SCOTTISH electronics industry got a boost with the arrival of SCI of Alabama.

From its base in Irvine New Town in the southwest of Scotland, SCI manufactures components for the rest of the industry. Its decision to set up a shop in Scotland demonstrates the encouragement given to companies to service and support the big multinational pro-

ducers already present.

Mr Sandy Morrison, a Scot who is managing director of the £12m SCI plant, recalls that the infrastructure in Scotland supports high-tech companies.

The plant, the skills, and the back-up were there, he says.

The West Germans, French and Irish were also competing hard for mobile US companies.

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Investing in Britain 10

Freeports

Name	Area (acres)	Management	Number of companies in occupation [†]	Opening date [‡]	Value of goods handled £	Contact
BELFAST	72.5	Northern Ireland Airports	1 with 2 in offing	Dec 1985	n/a	Mr F. McMenaghian (0233) 232271
BIRMINGHAM	11.5	West Midlands Freeport	none	mid-1986	n/a	Mr R. Taylor 021-767 6025
CARDIFF	40.0	Cardiff Free Port	several potential	mid-1986	n/a	Mr K. Carroll (0222) 489131
LIVERPOOL	600.0	Mersey Docks and Harbour Co.	2	Dec 1984	£1m	Mr F. Robotham 051-260 2620
PRESTWICK	35.08	Freeport Scotland	2 + public warehouse soon	April 1985	n/a	Mr Kelly (0222) 749582
SOUTHAMPTON	22.01	Southampton Free Trade Zone	none but public warehouse in operation	Nov 1985	n/a	Mr A. Kent (0703) 335995

* Designation date for all freeports was August 6 1984; these dates represent opening of actual operations.
 † Business is transacted in two ways, namely, owner/occupier of private warehouse facilities or use of public warehouse system. At this early stage a lot of business is carried on through the public warehouse systems, by so-called "free zone traders".
 ‡ Phase I Expansion in Phase II involves further 13 acres.
 Option available on a further 142 acres.
 Phase I, with 500,000 sq. ft. of existing warehouse facilities, Phase II (next year) will make available a further 54 acres.

Research: Sue Hopkins.



INFRA-STRUCTURE

A reshaped telecoms system and unmatched international air services are important assets. Investment has also been taking place in ports, road and rail facilities, and a fixed link to the Continent is now in prospect.

DURING THE past five years, Britain's telecommunications industry has been radically reshaped by a series of sweeping policy changes unique in Western Europe.

The changes have led to the removal of the far-reaching statutory monopoly of British Telecom (BT), formerly part of the Post Office, and the opening of the UK telecommunications market to competition. The Government has licensed Mercury Communications, a subsidiary of Cable and Wireless, to build and operate a second national telecommunications network and authorised two rival consortia to run cellular mobile radio systems.

These moves, which got under way in late 1981, were followed in November 1984 by the sale to private investors of just over half the Government's stake in BT. The share issue is the largest anywhere in the world since 1970.

The British experiment has undoubtedly produced some tangible benefits, notably by stimulating the introduction of a wider range of competitively priced products and services. But it has also been marked by considerable controversy, particularly over BT's place in the new industrial order.

By far the most striking result has been the response of BT, long a bloated and inefficient bureaucracy which treated its customers with an indifference verging on downright contempt. It had originally been thought that such charges would be thrust into disarray once the market was opened to competition.

Instead, BT has displayed remarkable resilience and commercial aggressiveness. It has launched a battery of new products and services backed by energetic marketing campaigns, accelerated its investment programme and begun to tackle some of its most glaring deficiencies such as long waiting lists.

It has cut tariffs for some of its most profitable operations, such as long-distance and overseas services, and is competing vigorously to win international traffic from neighbouring European countries. About a third of large US companies operating on this side of the Atlantic hub their European communications networks in Britain.

For the ports, such matters are vital. Ports are a key element in the transport industry, which represents some 4.5 per cent of the UK's gross national product. Total turnover of the industry exceeds £50bn a year and it employs over 1m people, including railways, roads, airlines, airports, shipping, ports and other related activities.

Mr Keith Smart, chairman of Associated British Ports, which owns 19 ports including Southampton, said in a recent speech that some countries used their ports as leverage to help overall economic growth, "even if this means massive subsidies and the over-provision of infrastructure."

Neither the UK Government nor the industry is likely to persuade other countries to change their attitudes to ports. But UK container ports do not want to see the big ships calling on the Continent and transhipping cargoes in smaller vessels to the UK.

Half the trade handled by British ports by value is with the EEC and 45 per cent by weight, the other main trading areas being Scandinavia and the Baltic region, and North America. Last year, a record 445m tonnes of freight were handled, 4 per cent up on 1983.

In tonnage terms, Sullom Voe in the Shetlands is the largest. But this is almost entirely in oil products, because of its position at the edge of the North Sea. Heading the list of ports in the traditional sense, handling a variety of cargoes and ships, is London.

With the rise in EEC trade and the advent of containers, the Port of London Authority has had to shift its centre of operations away from the city towards the east. It is now based in Tilbury, Essex, 15 miles down the River Thames from London.

Whereas it employed more than 10,000 people in the mid-1970s, the numbers are now down to around 3,000. Altogether, the UK port industry employs some 12,000 people compared with 41,000 in 1973 and 82,500 in the peak year of 1981.

Despite the problems, there is plenty of investment in the pipeline. Sealink, the ports and ferry company, has ambitious plans for Harwich, slightly south of Felixstowe on the east coast, while Great Yarmouth to the north also wants to expand. The pressures to compete are becoming ever more intense.

BT has also shown a much more demanding attitude towards its suppliers. It has begun to drive a harder bargain over price, quality and delivery and to spread its purchasing beyond traditional suppliers such as Plessey and GEC.

Tougher market conditions and the mounting development costs required by telecommunications manufacturing have begun to spur industrial rationalisation moves. In early December, GEC made a £1.18bn bid to acquire Plessey, which with GEC makes the System X digital exchange. At the time of writing, Plessey was resisting.

Contrary to the Government's hopes, however, new UK manufacturers have not sprung up to take advantage of market opportunities. The main beneficiaries so far have been foreign companies, such as Sweden's L. M.

Telecoms

GUY DE JONQUIERS

Ericsson, which is supplying BT with digital public exchanges.

Further controversy has been created by BT's £180m bid last year for 51 per cent of Canadian equipment manufacturer Mitel. Though BT insists that it is mainly interested in Mitel's international operations, the Government decided, after heavy lobbying by GEC and Plessey, to refer the bid to the Monopolies and Mergers Commission.

So far, BT has managed not only to maintain its market dominance but even to extend it in some areas. When shares in the company went on sale, critics accused the Government of doing little more than privatising a monopoly. They argued that the Government's goal of ensuring a successful sale to large numbers of investors contradicted its commitment to cure BT's monopoly and encourage competition.

No competitor of anything like equal size has yet emerged to challenge BT. However, its grip on the market may begin to loosen in the next few years as a result of the activities of the 18 month-old Office of Telecommunications (Oftel) and other participants observe the terms of the ruling in court.

BT has met obstacles on other fronts, too. Its proposal to launch jointly with International Business Machines (IBM) an advanced data communications network was rejected by the Government in 1984.

During the next few years, UK policy seems likely to have to continue striking a balance between the interests of telecommunications users, BT shareholders and the supply industry. Experience to date suggests that this may prove quite a testing task.

Further ahead, the prospects are clouded with many uncertainties. The Labour Party has said it will renationalise BT if it regains power though it will not be high priority.

If the Conservative government is returned to power it will review its telecommunications policies in 1988.

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Investing in Britain 11

British Airports Authority: Passengers

(Year ended October 1985)

	Moving annual total (000s)	Percentage change from October 1984
Heathrow	31,115.5	8.4
Gatwick	14,750.5	7.6
Stansted	521.5	1.7
South East airports	46,387.5	7.9
Glasgow	2,880.0	-1.7
Edinburgh	1,578.7	7.5
Prestwick	240.9	1.3
Aberdeen (fixed wing)	1,084.4	-0.5
Aberdeen (helicopters)	606.7	-2.7
Aberdeen total	1,691.1	-4.0
Scottish airports	6,182.7	-0.1
Total	52,570.2	6.9

Source: British Airports Authority.



On average it costs £14 an hour to run a lorry, and up to £24 an hour for heavier vehicles. Greater investment in the UK road network would reduce delays, cut costs and boost efficiency, say the haulage organisations.

Tougher times for hauliers

Road Transport

PHILLIP HASTINGS

INCREASING pressures from a wide variety of sources are making life ever more complicated for the British road transport industry.

Long gone are the days when virtually the only qualification needed by a haulier was the ability to drive and maintain one or more trucks. Now, any haulier looking to run a successful business needs in addition to be familiar with a range of different domestic and EEC laws, finance, insurance, economics, industrial relations and security.

The sort of competitive pressures now being faced by road operators were highlighted in a survey carried out by the Freight Transport Association which represents the transport interests of some 14,000 commercial haulage companies which themselves often operate large fleets of commercial vehicles on an own account basis.

The survey set out to study the changes in road haulage rates over an 11-year period between 1974 and 1984, using as an example the case of a 20-tonne consignment moved from London to Birmingham.

The actual figures, adjusted for inflation, showed that the rate per tonne within that overall consignment in fact dropped substantially during the period under study, while costs were rising.

In 1974 the FTA survey showed a rate of £9.5 per tonne, in 1979 a rate of £23.3 and in 1984 £58.8—representing a fall in real terms over the 11 years of 27 per cent.

Using Department of Transport figures, the FTA also went on to spotlight a number of other trends in the road transport sector, all of which highlighted the increasing economic pressures on those moving freight by road.

Fred Turner, said the FTA, there had been a large increase in the volume of consignments transported by road, from 55.9bn tonnes/kilometres in 1974 to 106.9bn tonnes/kilometres in 1984. During the same period, inflation-adjusted figures for expenditure on road freight showed a marked drop, from £25.9bn to £20.1bn.

Reduction

Using those figures, the FTA calculated that expenditure per tonne per kilometre, again allowing for inflation, dropped from 20p in 1974 to 18p in 1984. "These figures show that over the period studied, there was a remarkable reduction in unit costs for road transport. At the same time, they give the lie to accusations that road haulage is inefficient," said the FTA's director of planning, Richard Turner.

The increase in maximum vehicle weights from 32.5 tonnes to 38 tonnes in 1983 has also been an important factor in improving efficiency. By the end of 1984, nearly 20,000 38-tonners had been registered, about 80 per cent of them on the public haulage side rather than with own account operators.

In 1984, those 38-tonne vehicles accounted for 18 per cent of all goods moved by road within Britain so they really are being used very efficiently and have already proved how much they were needed. Those 20,000 vehicles did the work of 24,000 32.5 tonners, based on

the average work they were involved in," Mr Turner said.

"Also in 1984, the fact that we had 20,000 38-tonners saved nearly £33m in road wear costs and industry some £165m in operating costs."

Currently, hauliers are pressing for the 38-tonne maximum lorry weight to be increased to 40 tonnes but there are many other areas of legislation which they claim need to be changed further to boost efficiency in the road transport sector.

Recently, for example, the EEC Council of Ministers agreed to amend the rules on lorry drivers' hours to lengthen the legal driving day from eight hours to nine, with an improved limit for continuous driving.

However, the FTA believes that the rules will still remain a "complex tangle" unless the British Government takes action to wipe out the remaining 1988 Transport Act rules which were superimposed in Community law.

Investment

Both the FTA and the Road Haulage Association which represents haulage companies also argue that there needs to be greater investment in Britain's road network to cut down on the delays which push up costs and reduce the efficiency of road transport operations.

The FTA claims that on average it costs £14 per hour to run a lorry, £24 an hour for the heaviest vehicles. In national terms, a 20-minute delay on all freight traffic would cost the economy £2.25m, it claims.

Other factors worrying the road transport industry, road hauliers and own account operators alike, include frequently changing fuel costs—fuel is reckoned to account for 24 per cent of hauliers' overall costs. The RHA protested that a recently-announced increase of 1.55p or 1.6p per litre in the price of scheduled delivery followed seven increases and four decreases during the course of 1984.

Also worrying road transport operators are the increasing number of lorry bans being imposed. The Greater London Council, for example, is due to introduce its ban on lorries over 16.5 tonnes gross weight at night and weekends on January 31.

One other increasingly important factor as far as the future shape of Britain's road transport industry is concerned involves the changing patterns of distribution operations, particularly where High Street deliveries are concerned.

Growth pattern set to continue

Air Transport

MICHAEL DONNE

ALTHOUGH A substantial series of changes is about to overtake the UK air transport industry through the privatisation of both British Airways and the British Airports Authority, and a change in the structure, if not the direct ownership, of many local authority airports, the whole is inexorably growth-oriented.

Even during the worst part of the economic recession of the early 1980s, the effect on the industry generally was to flatten the upward movement of the traffic curve, not to depress it. Subsequently, as many forecasters in the construction industry have been convinced and for some individual months of the past summer it has reached proportions akin to those very high rates of expansion experienced just before the recession struck.

Statistics issued by the British Airports Authority, which owns seven major airports (including the biggest, Heathrow and Gatwick as well as Stansted, Edinburgh, Glasgow, Prestwick and Aberdeen),

illustrate the point.

During October, after a difficult summer, the Authority reported overall growth, compared with the same month in 1984, of 4 per cent, to close on 4.64m passengers, with Heathrow gaining 2.7 per cent to just over 2.72m and Gatwick 8.3 per cent to over 1.8m.

But for the 12 months to the end of October, the overall growth was no less than 1.6 per cent, to an overall BA total of close to 52.6m passengers, with Heathrow gaining 8.3 per cent to over 31m passengers, and Gatwick gaining 7.7 per cent to 14.75m passengers.

Many other industries would appreciate growth patterns of this nature. For the air transport industry, the overall forecast is that such growth is likely to continue through the rest of the 1980s and into the next decade at an average annual rate of between 4 and 6 per cent. If this is fulfilled, the current overall total volume of UK air traffic, of well over 80m passengers a year, could well be doubled by the mid-1990s, and further expanded by the year 2000.

The Department of Transport's forecasts for future UK air travel, issued in July 1984 (before this past year's rapid growth) indicated that by 1985, the overall volume of traffic would lie somewhere between 93.7m (the low forecast) and 123.6m passengers a year (the high forecast). For the end of the century, the low forecast was 105.8m, and the high forecast 172.8m.

It is to meet traffic growth somewhere between the two extremes that the Government, the British Airports Authority and the airlines are now effectively regearing the industry.

The changes that will take place will be substantial. Over the next few weeks, plans will be crystallised for the projected privatisation of British Airways, the national flag carrier, some time in the mid-summer of 1986, with the sale generally expected to raise around £1bn for the Exchequer.

In addition, some time in 1986, although no precise date has been fixed, the Government intends to sell off the British Airports Authority, while, at the same time, restructuring into a holding company with seven separate subsidiaries each running one of the Authority's seven airports.

Current estimates put a capital value on the privatisation of the Airports Authority at £500m, but this figure seems low in the light of the substantial sums, running into many hundreds of millions of pounds, the Authority is spending on the development of its airports—the new Terminal Four at Heathrow, the new Terminal

Two at Gatwick, and the development of Stansted, in Essex, into initially an airport capable of handling 7m to 8m passengers a year, but with capacity up to 15m a year, and the longer-term possibility of eventual growth to 30m, although the latter is by no means certain and may never even be attempted.

At the same time, the Government intends to restructure the ownership of many of the 23 local-authority-owned airports in the UK, including the biggest, such as Manchester, Birmingham, Liverpool, Bristol and others, by obliging them to become public limited companies. Initially, the Government will permit the existing local authorities to own the share in these companies.

Profitable

Eventually, however, it has made it clear that it would like to see the local authorities run their airports on a "golden" "blockholding" share basis between BA and the BAA, so as to ensure the long-term power of veto over any foreign take-over bids, for example—so that a wider spread of regional airport ownership is achieved, thereby helping to remove those airports from the bureaucratic hand of local government.

Whether these measures will eventually result in a more dynamic, profitable UK air transport industry remains to be seen. Certainly, on present

ratings, British Airways is one of the most profitable airlines in the world, with £205.9m net in 1984-85, while the British Airports Authority has been consistently profitable throughout its history.

Many of the local authority airports, however, either lose money or are only marginally profitable and it is to improve this situation that the change of ownership and the potential injection of private capital is attempted.

The extent to which foreign investment capital will be permitted in either British Airways or the British Airports Authority, or in the local authority airports, remains to be seen.

It seems likely, however, that some limits will be placed on the participation of foreign capital and certainly that those expect to share in the expansion that most believe lies ahead. Some of the most successful, such as Britannia, Monarch, Air Europe, have already invested heavily in new jet equipment which is enabling them to hold their own in an increasingly competitive marketplace. Others have been finding the going tougher as competition has become fiercer and are likely to find it even more so in the years immediately ahead.

In any circumstances, British Airways and the British Airports Authority would be attractive investments—highly profitable organisations in a long-term rapidly expanding market, and with both organisations possessing vigorous and competitive programmes for their future development.

For the rest of the UK air

transport industry, the outlook must be more difficult to assess, because of the nature of their operations.

There are close to 40 such airlines, after the main flag carriers, British Airways and British Caledonian Airways (which itself intends to seek a market flotation in 1986).

While some of these undertake domestic and international scheduled operations, the majority of them are non-scheduled operators, with a heavy bias in the inclusive tour holiday trade market, which is open to considerable competition and thereby sharp fluctuations in fortunes.

Some of these airlines are highly successful and profitable, others only marginally so. All of them expect to share in the expansion that most believe lies ahead. Some of the most successful, such as Britannia, Monarch, Air Europe, have already invested heavily in new jet equipment which is enabling them to hold their own in an increasingly competitive marketplace. Others have been finding the going tougher as competition has become fiercer and are likely to find it even more so in the years immediately ahead.

It is the latter carriers who may find it difficult to invest in the jet equipment they will need in order to hold their own in the competitive battles that lie ahead and who could well be targets for foreign investors.

Marks & Spencer. Investing in the future.

Marks & Spencer continues to be at the forefront of British investment, we are embarking on the biggest development programme in our history—£480 million over the next two years.

90% of our St. Michael clothing is British made. Approximately one fifth of the clothing produced in the UK is sold by us.

Add to this a staff of 54,000, and you can see why we will continue to invest in the best Britain.

St Michael

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Support for innovation given priority

BUSINESSMEN THINKING of building a factory, starting a company or expanding an existing facility in Britain will find no shortage of advice or guidance. Help is at hand from central government (largely through the Department of Trade and Industry), from local authorities (which are taking an increasingly active role in the regeneration of local economies), from regional development bodies like the Scottish Development Agency and the Welsh Development Agency, and from the private sector in the form of banks, merchant banks, and the growing numbers of venture capital funds.

Support for innovation is among the Government's specific priorities. There is, for example, a scheme which provides up to 25 per cent of eligible costs to encourage approved R and D. There is the Alvey Programme which covers collaborative research in advanced information technology between industry, academic institutions and other research organisations; and there is the European Strategic Programme for Research and Development in Information Technology (ESPRIT) which was adopted by the European Community to support R and D programmes in microelectronics, software technology, advanced information technology, office systems and computer integrated manufacture.

Business problems

The DTI, meanwhile, awards grants to help companies obtain advice on business problems and opportunities, and to provide information. Many of these services, such as those for design, manufacturing and quality assurance, are directed towards small and medium-sized businesses, but the support is available to all firms where advanced manufacturing technology, biotechnology and microelectronics applications are concerned.

Companies looking for a package of special incentives may well turn to one of the regional development agencies. The Welsh Development Agency, founded in 1976, was set up to put new life back into the Welsh economy and improve the business environment in Wales. With 20m sq ft of space, the Agency can provide a wide variety of

Sources of aid

TIM DICKSON

factory units; it offers equity and loan funds on commercial terms; and its Business Development Unit specialises in management and technical advice to firms with fewer than 50 employees.

The Scottish Development Agency supplies equity and loans and aims to bridge the finance gap or complement private sector sources. Its electronics division helps evaluate and set up new high technology businesses and the SDA keeps an investment register to enable businesses with problems to find stronger partners.

Private sector

There are between 150 and 200 enterprise agencies — their effectiveness varies depending on the quality of the director but the chances are that any one agency will be well informed about the best sources of finance and property in their locality.

In the private sector, bank lending to small and medium sized businesses is dominated by the four major high street clearing banks, and the increasing competitive and aggressive US banks offering more sophisticated and individually tailored lending packages.

They can, for example, make loans of up to 90 per cent on the secured value of buildings, dispose of land below its market value, and invest [local authority pension funds] in local businesses. There is also the general power of Section 137 of the 1972 Local Government Act under which grants and loans can be awarded to a total value equivalent to a 2p rate in the pound.

Several local authorities — notably the Greater London Council and the West Midlands Council — have established substantial enterprise boards under Section 137. Typically they offer a mix of loan and equity to medium sized local businesses and are aimed at breathing new life into established businesses and

stimulating employment.

Enterprise boards are distinct from enterprise agencies, which are often supported by local authorities but which are typically local partnerships between councils, companies in the private or public sector and the professions in a given area.

Initially, enterprise agencies concentrated on encouraging the growth of successful small businesses through basic management training and advice to help them to borrow or invest money — but some have recently expanded into the provision and management of small business workshops, agency work for the Government's Youth Training Scheme, further involvement in training and education, and closer liaison with the Government's Information Technology Centres.



ADVICE

The range of advice and assistance available has expanded rapidly, with national, regional and local government, the professions and self-help groups all keen to assist potential investors.

or "round" of finance, taking in everything from the pure start-up to the mature management buy-out.

A scheme that has had a major impact is the Business Expansion Scheme. Under which individuals in the UK can gain income tax relief at their highest rate for qualifying businesses up to £40,000 per annum until April 1987. Companies are eligible if they are "unquoted", if they carry on a qualifying trade (which includes most manufacturing but excludes financial services), and if they are not controlled by another company.

German Direct Investment in UK

Total investment until December 31 1984 (net transfers since 1/1/1982)

DM (m)

1965	142
1970	594
1971	714
1972	754
1973	882
1974	1,493
1975	1,703
1976	1,965
1977	2,115
1978	2,358
1979	2,443
1980	2,614
1981	2,969
1982	3,560
1983	5,018
1984	6,109

Source: Federal Ministry of Economics, Bonn.

Keeping Europe's door ajar

The Japanese connection

ROBIN REEVES



In manufacturing, the Japanese are setting management and performance standards which UK-based companies now seek to emulate.

A SENIOR Japanese executive working in Wales was recently asked what was required to encourage more Japanese manufacturing investment in the local economy. "An increase in EEC trade restrictions," he replied mischievously.

For all the lip service that is paid regularly in the recessionary climate of the 1980s to the importance of maintaining free trade between OECD economies, the fact remains that a high proportion of Japanese inward investment into the UK and Europe has been initiated by EEC trade restrictions, real, threatened or feared, rather than the growing inefficiency or impracticality of supplying expanding UK and EEC markets from Japan.

There are a number of notable recent examples. No

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Advertising

TOP TEN

Name	£m
1 Saatchi & Saatchi	162.00
2 J. Walter Thompson	142.60
3 Ogilvy and Mather	110.00
4 D'Arcy MacManus	107.00
5 Dorland Advertising	102.00
6 Leo Burnett	82.40
7 Foote Cone & Belding	81.96
8 McCann-Erickson	78.70
9 Boase Massini Pollitt	76.90
10 Young and Rubicam	76.72

Source: Campaign (Jan 1985).



Maurice (left) and Charles Saatchi: dynamic management has put their agency at the top of the league.

Emphasis on strong public relations

Advertising

DAVID CHURCHILL

THE ADVERTISING and public relations business in Britain have stayed remarkably buoyant during the past few years in spite of the tougher economic conditions which, in the past, would have led to companies cutting back on their promotional spending.

During the 1980s British companies have come to realise that when their markets are under pressure, it is even more important to maintain market share through advertising and PR activity. It costs more — and is less certain — to rebuild a brand's strength after it has lost market position.

Yet the tight financial controls employed in many companies has meant that PR has actually fared better than advertising in most years. Companies with advertising budgets running into the millions have found that even a small increase in PR expenditure — where most account fees are far less than £100,000 — can make a significant difference in achieving marketing targets.

Not surprisingly, Britain's PR industry is enjoying its best-ever year with the 110 members of the main trade association — the Public Relations Consultants Association — earning

over £40m in direct fees. British companies are estimated to spend up to £500m in total on PR in all its forms — including in-house departments and direct print and promotional expenditure.

The growth of PR activity in the UK has overtaken its popularity in the US. In 1978 in America some 78 per cent of the top 500 companies took PR as a consultancy service compared with only 21 per cent of the top 500 UK companies.

By 1982 the same comparison showed 82 per cent consultancy use in the US and 36 per cent in the UK.

By 1984, however, the UK was catching up fast.

Consultancy use by top companies in America rose to 84 per cent while in Britain the figure rose to 89 per cent. In fact, 45 out of the 50 largest companies in Britain now employ a specialist PR consultancy.

Why is PR — especially consultancy PR — doing so well? One reason is that consultancies offer a more extensive — or additional — service than traditional in-house departments and thus companies are more willing to embrace PR.

Generally, however, the boom in PR is ascribed to the growing awareness of companies of its value. "As the commercial world becomes more complex, so does the need to get the message across," argues Mr Tony Good, chairman of Good Relations

Scot agency, for example, expenditure.

Acquired Biss, Lancaster earlier this year in a deal which could be worth up to £6.5m. Saatchi and Saatchi recently made its much heralded move into PR with the takeover of Kingsway PR.

The Foote, Cone, and Belding advertising agency already owns two PR consultancies — Carl Byoir and Welbeck — while some other PR consultancies, such as Charles Barker, also have extensive advertising interests from other parts of their group.

Two major consultancies — Hill and Knowlton and Burson-Marsteller — are part of US communications groups.

The advertising agencies themselves had a good year in 1984 which continued throughout the past 12 months. Total advertising expenditure in 1984 rose to just over £2bn for the first time, a 13 per cent increase on 1983. Advertising also captured a record 14.9 per cent of the gross national product.

In part this buoyancy was fuelled by the development of more television time through Channel 4 and breakfast television and the advent of newcomers to advertising, notably professions such as accountants, architects, and opticians.

Television, however, has had something of a difficult year because of weak marketing and fading audiences. But it remains the second largest advertising medium, accounting for some £1.245bn worth of advertising

PR Consultancies

TOP TEN

Name	Fee income £m
1 Good Relations group	5.1
2 Charles Barker Group	4.6
3 Shandwick Group	2.9
4 Larson-Marsteller	2.8
5 Dewe Rogerson	2.1
6 Welbeck	1.8
7 Hill & Knowlton	1.8
8 Daniel J. Edelman	1.6
9 Kingsway	1.5
10 Carl Byoir	1.4

Source: PR Week (Sept 1985).

A retail lesson in meeting aspirations

sumer tastes.

Prime among these changing tastes has been the increased consumer awareness of shopping as a statement of their lifestyle. The key group with money to spend consists of young couples with children and owning their own home.

These 25 to 45 year-olds come from the C1 and C2 socio-economic classes — broadly what used to be called the upper working and lower middle classes.

Marketeers within UK companies are gaining the status that used to belong exclusively to accountants, engineers, or lawyers. As more executives rise to the top from the marketing function, the value of the discipline is making itself felt.

This new pre-eminence for marketing is nowhere more obvious than within the retail sector which has proved to be one of the most dynamic areas of UK business in the 1980s.

Prosperity

in

retailing

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Mr Richard

Easby,

a leading

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"The cost of retail computer technology has fallen by some 30 per cent in the past three years and this is fuelling what we predict as an explosive growth in electronic point of sale for the rest of the decade," claims Mr Richard Snook, ICL's manager in charge of its retail division.

Laser-scanning checkouts are expected to become the norm in most large supermarkets by 1990 while by that time there are expected to be several experiments in operation for electronic funds transfer at the point of sale, automatic debiting of customers' bank accounts when they pay at the checkout.

Teleshopping at home via videotext systems or home computers will also have become established by the early 1990s, although this is likely to appeal only to a minority of consumers.

Other marketing trends include the cross-selling of financial and other services, previously outside the scope of what people would buy from a retailer.

Apart from these retail and consumer marketing trends, what is the state of the marketing infrastructure in the UK? Britain as a conference and exhibition venue is becoming increasingly popular — not only because of its traditional culture and attractions as a country but also because of the improved facilities.

Spending at conferences in Britain is now running at about £30 per head per day against £26 in 1984 and £20 in 1982.

The National Exhibition Centre, just outside Birmingham, has become a popular international venue for conferences and exhibitions. Last year it accounted for about 37 per cent of spending on exhibitions by British companies and considerably more if overseas ones are taken into account.

Apart from the NEC, there are established exhibition venues such as Earls Court and Olympia, as well as newer ones such as Harrogate and the Barbican.

Some

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Pendulum swings in favour of the tenant

Property

MICHAEL CASSELL

ONCE THIS decision in principle to establish a business in Britain has been taken, the practicalities of finding property are not far behind. Where to locate, what type of accommodation to occupy, the tenure options available, all require detailed consideration and speedy decisions.

The first conclusion likely to be arrived at by many companies is that the commercial landlord in the UK is used to having everything his own way.

Tenants are generally expected to sign long leases — 25 years is the norm — and any rental agreement is unlikely to include a break clause, meaning that a decision to leave before expiry of the lease will entail finding someone to take it over. They will also be responsible for fully insuring and maintaining their property.

Such facilities are long-endured in the British commercial property market's structure but can come as a rude shock to occupiers used to operating in regions of the world where the landlord has not been quite so all-powerful.

From now on at least, newcomers may find that the pendulum has begun to swing more in their favour. The recent generally weak state of the UK commercial property sector, in which oversupply has stifled rental growth, means that the tenant has enjoyed one of those rare periods when he can at least start to call the tune.

As a result, shorter leases — down to five years — are becoming increasingly implemented and break clauses too are beginning to work their way into letting agreements. It would be an over-exaggeration to suggest that they have become normal and the institutional landlords, who represent a major force among landlords, remain reluctant to abandon their old habits. Even so, the picture is changing.

An increasingly significant trend is the development of office buildings designed for

freehold, rather than leasehold tenure. Years of landlord dominance has encouraged the shift towards outright ownership, for precisely the same reasons that have seen owner occupation in the housing market rise in recent years from around 50 per cent to 63 per cent.

Freehold ownership provides a company with an enhanced ability to decide its own future and, most importantly, gives it an asset base which can prove very useful when it wants to borrow money.

The occupier, it is true, will be faced with all the overheads and management responsibilities which go with ownership but they would still have to be confronted if the property was held on a long lease.

Most freehold schemes have been confined to the smaller end of the office market, though this type of property could well appeal to the company involved in a start-up operation. The snag is that few of the newly-developed schemes are likely to be centrally located, given the traditional landlords' reluctance to give up freeholds to occupiers in prime locations.

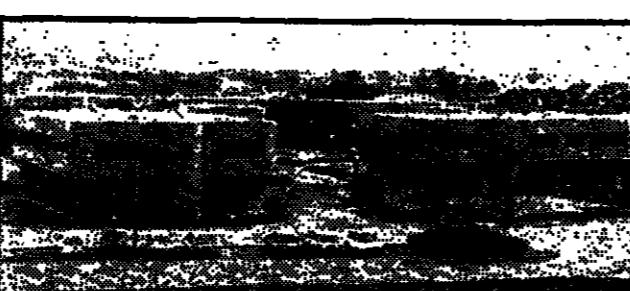
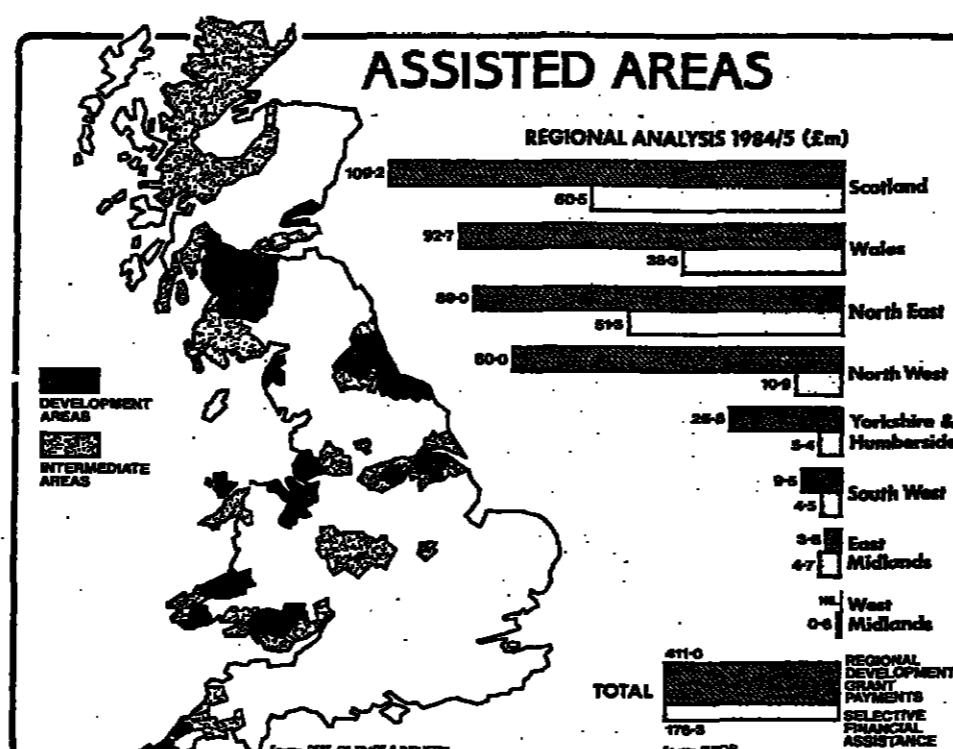
Accommodation

Irrespective of the choice of tenure, the latest generation of development in the UK is providing a range of modern business accommodation which, until recently, the UK development industry had not considered necessary.

The all-important influence of development trends in the United States has begun to have an unmistakable impact on the pattern of commercial development in the UK, with flexible, so-called "high-tech" space mushrooming in attractive campus developments around the country.

In the development industry's determination to provide the latest and highest standards of accommodation, building classifications have become somewhat confused but the overall intention has been to provide a flexible mix of multi-use accommodation designed to cope with an expanding company's space requirements and product evolution.

The natural magnet for development has, inevitably,



The trend in Britain is away from traditional factories and warehouses, and towards space that can be used for production, offices or research, in line with modern industry's needs. This scheme in Swindon was specifically developed by Royal London Mutual Insurance.

New Towns, which is charged with the task of selling off 32 mature New Towns, could help the newcomer decide on the most appropriate location.

In November, the Commission opened its own shop window in London's Piccadilly. According to Sir Neil Shields, chairman of the Commission:

"Any company looking for the ideal site for expansion, relocation or even its first premises, can come to our offices at Metro House and find all the answers in one place. It is really that simple."

He added:

"...because we have a unique data bank and specialist staff who will give unbiased advice and assistance."

Callers can hardly expect to be recommended to locate somewhere beyond the 12 towns on its books, but within the confines of its brief, the Commission's information centre can be expected to provide good advice on the complete range of opportunities and properties available.

The Commission's towns extend from Harlow and Hatfield, as far as Skelmersdale and Central Lancashire.

Companies locating in the south east must be prepared to pay a large premium for doing so and many, depending on the

nature of their business, might do worse than consider locating further afield, possibly to one of the major towns which have been pursuing aggressive marketing campaigns designed to extol their own particular virtues.

There can be significant financial incentives available for space takers prepared to succumb to the blandishments of those towns vying for new businesses. Even a potted description of the incentives available from the UK Government and from EEC sources runs to 150 pages but detailed advice is available from a variety of property-oriented organisations such as English Estates, the Development Commission of the Council for Small Industries in Rural Areas.

The Commission refutes any suggestion that spurred on by a government which has handed out huge discounts to buyers of public sector housing, it is selling off assets at anything other than full market values. But with a land and property portfolio worth over £1bn and ready for sale, potential buyers can rarely have had such an impressive catalogue to choose from.

Practices come in all sizes, but the overseas investor should have no difficulty in obtaining most, if not all, his professional advice in property matters "under one roof". In this respect Britain differs from many other countries.

A typical surveyor can look after a foreign businessman

from the time he decides to consider a commercial or industrial development in this country to the day he occupies the premises—and beyond. His first

advice will probably relate to

One-stop shopping for necessary advice

MANY FOREIGN companies seeking to set up business in the UK will already have some knowledge of the services they may expect to find here, especially from the point of view of accessibility to ports, airports and motorways and for general distribution needs; other communications, potential and availability not only of labour but of the kind of labour required, which could be highly specialised in practice outside the UK.

The activities span the world and cover 145 countries but, says Mr Yorke, they will be most readily recognised by businesses coming from France, Belgium, the Netherlands, Germany, North America and the Far East, where many UK practices have active branch offices.

Although the RICS is divided into seven divisions, in an attempt to make their range of skills more easily understood to overseas clients the work is set out under three main headings: surveying and mapping; construction economics; and land administration. The RICS's current directory of international practices lists no fewer than 25 separate activities under these groupings.

For the overseas investor in this country, Mr Yorke says, chartered surveyors provide the security of a profession in which qualification requires an exacting educational programme of university degree standard, followed by two years of approved practical experience leading to a test of professional competence.

The institution itself sets and monitors high standards of practice and ethics, including a programme of continuing professional development which British architects have yet to adopt. From the first of this month it became compulsory for members to carry adequate professional indemnity insurance.

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the most suitable site for the client's needs. This will take into account fundamental considerations such as location, accessibility to ports, airports and motorways and for general distribution needs; other communications, potential and availability not only of labour but of the kind of labour required, which could be highly specialised in practice outside the UK.

Many foreign investors wish to build their own properties.

Surveyors can help here, too, in their growing involvement with project management. The cost of building work can be estimated in advance.

Chartered surveyors have been doing this for years, but building surveyors and others are now becoming increasingly interested in this speciality and finance can be arranged through one of many financial services techniques which exist involving mortgaging and sale and leaseback—all depending on the client's financial status and preferences.

Should the client seek to build more than his immediate requirements, the surveyor will help him let the surplus space, advise him on the complexities of British landlord and tenant legislation. He will also offer to take on the management and long-term maintenance of the property to ensure it retains its investment value over many years. This includes important elements such as energy efficiency, which are best dealt with at the design and construction stage, and suitability for changing needs and uses.

Surveying Services

MIRA BAR HILLEL

Should renting turn out the best option, a surveyor will negotiate his client's lease to best advantage. He may then offer to manage the property on his behalf as well as to let any surplus space which may become available.

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Selected prime industrial rents and rates

	£ per sq ft	Annual c' pound	Rate	1984-85
London	4.80	3.0		
Croydon	2.85	5.5		
Heathrow	5.00	3.2		
Park Royal	4.00	4.5		
Tower Hamlets	4.60	2.5		
Birmingham	2.30	2.5		
Bristol	3.60	5.2		
Cardiff	2.80	2.0		
Edinburgh	3.10	4.7		
Glasgow	3.85	3.7		
Leeds	3.00	2.8		
Manchester	3.35	5.4		
Reading	5.70	6.4		
Southampton	3.80	5.1		

Source: Dabham Tewson and Chinooks

“Here at Revlon, replacing our central oil-fired boiler with an electrode boiler has saved us £49,000 a year in fuel and maintenance costs. On a capital investment of £10,000 we've achieved a pay-back of under three months. Furthermore, response is faster so our production flexibility is improved.

Electricity talks our language very fluently indeed.”

Malcolm Bond, General Manager, Revlon Manufacturing UK Limited, Maesteg, Mid Glamorgan.

Across the country, in companies both large and small, electricity is helping industry reduce costs and increase productivity.

An electric furnace has enabled the Rexel Cumberland Pencil Company Limited to more than double their weekly output of graphite pencil cores and has cut process energy costs by over 50%. Together with labour and material savings, Rexel's investment has been offset in under 10 months.

Electric infra-red drying of the paint finish on microwave ovens at Thorn EMI has improved production quality, halved curing time and reduced man hours. Production has trebled and the equipment has paid for itself in less than a year.

The list of examples is growing daily. All proving that electricity is likely to talk your language, too.

We've produced a 15-minute VHS video on which managers from industry describe how electricity has improved their companies' efficiency and productivity. For your free copy, or for further information, just return this coupon with your business card, letterhead or compliments slip attached.

To: Electricity Publications, PO Box 2, Feltham, Middlesex TW14 OTG. Please send me (tick as appropriate):

- The VHS video cassette.
- Information on: Electric steam raising
- Electric furnaces Electric infra-red drying
- Please arrange for an Industrial Sales Engineer to contact me.

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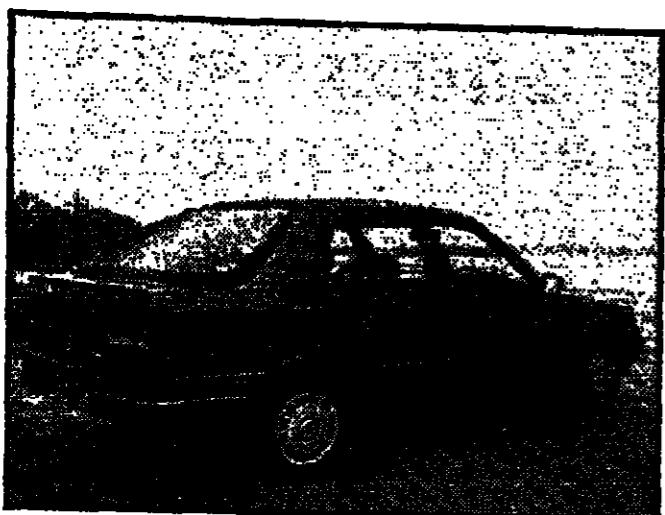


ELECTRICITY TALKS THE LANGUAGE OF INDUSTRY.



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FRENCH INVESTMENT IN THE MIDLANDS



Production of the Peugeot 309 hatchback (above) is being stepped up at the Ryton, Coventry, car factory. The UK management is meanwhile seeking support from its French parent group to assemble a planned new middle-range car, code-named the D-60, which would compete against the Montego and Sierra at the heart of the fleet sector

A wide choice of structures

Starting a company

RACHEL DAVIES

FINDING THE right solicitor is vital for those wishing to set up business in the UK.

Having crossed that very important hurdle the next step is to decide what form the business is to take.

The multi-millionaire magnate may wish to enter into a "joint venture" with others to operate an oil field; the immigrant or more modest means may seek to carry on his craft as a "sole trader"; professional people contemplating consultancy may think in terms of a partnership.

But far and away the most usual choice is the limited company, registered under the Companies Acts (now consolidated in the 1985 Act).

There is no restriction as to the nationality of shareholders, and the limited registered company has two great advantages over other corporate or unincorporated bodies: shareholders' liability is limited to the amount unpaid on their shares, and the company has a legal personality separate from that of its members. That means that it can contract, own property, sue or be sued in its own name, without affecting the personal rights and obligations of its members.

It is therefore the ideal vehicle for anyone who is anxious not to render himself over-vulnerable while dipping his toe in or plunging into the muddy waters of UK commerce.

The solicitor will draft a "memorandum of association" setting out the objects of the company, and "articles of association" setting out its internal regulations. They will then be filed along with various other documents, including particulars of directors and the company secretary, with the Registrar of Companies.

It takes the Registrar about six weeks to make sure that all registration requirements are satisfied, and he then issues a certificate of incorporation.

Shelf company

If the company is private it will be ready to start business straight away. If it is to be a public company, in that it intends raising money by offering shares to the public, it will have to wait longer, because registration requirements are more stringent (for instance it must have a nominal authorised share capital of at least £50,000) and it cannot operate until the Registrar has issued a certificate to do business as well as the certificate of incorporation.

An alternative and quicker way to get going is to buy a "shelf company".

These are companies (usually private) which have already been registered and are held in stock by solicitors, accountants and company registration agents. They have a name, a registered office, and

articles and memorandums, and are all set to start business.

The shopper will look for one whose objects more or less suit his purpose. The name may be somewhat startling, but that can be changed later, as the company operates, as can the registered office and inappropriate clauses in the memorandum or articles.

So, for speed and sometimes for slightly less cost, the shelf company may be the promoter's choice.

Formation of the company is the easy part. Once it is ready to trade the difficulties begin.

Most UK businesses have problems understanding the intricacies of commercial legal requirements, and the foreign promoter of a UK company is unlikely to be in a better position.

The company will have to be administered in accordance with the Companies Acts, finance may have to be found.

Premises may have to be bought, rented or leased—or even built. Patent searches may have to be carried out or government consents and licences obtained.

Book keeping

A new employer will need to understand the law relating to contracts of employment, maternity leave, redundancy, national insurance, rates—local taxation. He will have to keep books in accordance with the law, take out insurance, collect and pay value added tax.

Commercial transactions will require an understanding of concepts peculiar to English law. A businessman from a non-English law country may be unfamiliar with the idea of a long lease—or he may not realise that consideration is an essential ingredient of a contract.

From formation onwards the company will need experts—a commercial estate agent perhaps, or an insurance broker, financial adviser, legal adviser, accountant, or patent agent.

The foreign promoter of a UK company would be well-advised to seek out his experts before he embarks on his adventure. And he would be well-advised to get hold of Clifford and Turner's *Doing Business in the United Kingdom*, published by Matthew Bender, which will give him clarity concerning every imaginable aspect of UK business law and practice.

It, however, he does not have the time, the know-how or the inclination to make the right contacts, he can go to an "international corporate expansionist" (international consultant for short) which will handle anything or everything for him.

It will advise him, register his company, apply for planning permissions, licences, relevant developments, grants, whatever or simply put him in touch with all the right people.

The package deal can be invaluable to any company promoter, but it is particularly suitable for someone seeking to operate a vocational line of business who, because of the nature of his profession, is unlikely to have contacts among hard-core men of commerce.

Foreign investments

Investment decisions and associated employment by foreign-owned companies in 1984

Ranking	Country of origin	Number of projects*	Jobs created	Jobs safeguarded†
1	US	134	16,376	6,651
2	FRG	38	1,138	583
3	Canada	18	300	244
4	Japan	16	6,192	—
5	Rest of World	12	1,535	1,167
6	Irish Republic	12	433	336
7	Sweden	9	261	22
8	Switzerland	9	209	148
9	Netherlands	7	166	129
10	Denmark	5	155	50
11	Finland	5	262	2,258
12	France	5	106	3,238
13	Italy	5	157	—
14	Belgium	4	72	138
15	Hong Kong	3	226	—
16	Norway	3	161	—
Total		285	28,125	17,901

* Investment decisions (including first-time investment, expansion, takeover and joint ventures).

† Estimate of long-term employment associated with the project; not every decision is accompanied by an employment estimate.

How Peugeot found the right track

BY ARTHUR SMITH

"THE DECISION by Peugeot, of France, to invest £30m in the UK was taken because the performance of our people justified it." That is the simple explanation given by Mr Geoffrey Whalen, managing director of Peugeot-Talbot UK, as he surveys the new assembly facilities at the Ryton factory, Coventry, where output of the 309 hatchback is being stepped up ready for launch next month.

He says: "Four years ago our quality and productivity were indifferent, but by working as a team, by recreating our workpeople's feeling of responsibility for the product and for the customers needs, we have revolutionised our performance."

Indeed, the changes at the Coventry-based company have been dramatic. New work practices have been introduced, productivity has soared and the old image of the city as the home of "the mindless militants of the car industry" cast aside.

The cynical might comment that workers could hardly be expected to be anything other than docile, given the haemorrhage of jobs in recent years. A decade ago Coventry, the US town of the 1960s, had over the old Rover group, employed some 30,000 nationwide and well over 4,000 at Ryton alone.

Peugeot has adopted an assertive style of management, communicating directly with the workforce through its own supervisory structure

rather than through the trade unions.

The tracks at Ryton are stopped for half an hour at least once a month so that the management can give detailed information about production requirements, quality and market performance.

Management is required to give a lead in explaining the reasons and the actions necessary to raise productivity and quality. Newspapers and video presentations supplement the regular briefing sessions.

Mr Whalen argues: "I believe we are proving that British industry can be competitive without having to adopt Japanese habits which are alien to our culture and tradition. The real need is to communicate with employees to involve them and make them feel part of a team seeking a common goal."

Mr Whalen insists it was the quality and productivity delivered by the UK workforce that led Peugeot to commit £30m to modernising British facilities and introducing the new 309 range of cars which will compete in the Escort, Astra, market sector where

reputation for quality and reliability is important.

The British Government made a contribution with £2m of assistance under the Industry Act, also extending the repayment time on an out-

standing £22m loan originally given to Chrysler in 1983.

Production at Ryton of the Alpine Solara and Horizon models was halted late last year and output of the 309 started at 750 vehicles a week. The 1,400-strong labour force has been increased by 20%, largely through transfers from the Stoke plant, ready for output of 1,000 cars a week from next month.

Hope

Depending upon the sales success in Europe of the new car, which is also assembled at Peugeot's Poissy plant in France, Ryton could be called upon to supplement output of left-hand drive vehicles. The hope is that by the summer Ryton could push production close to single shift capacity of around 1,250 cars a week which would create another 200 jobs.

By next year there is the prospect of the introduction of a night shift for the first time for more than a decade and the creation of yet more jobs.

The UK management is seeking support from its French parent to assemble at Ryton a planned new middle-range car, code named the D-60, which would compete against the Montego and Sierra at the heart of the

fleet sector.

Continued success by Ryton in delivering quality and efficiency will clearly be important to the decision, which is expected this spring. No investment figure has been revealed for the multi-million pound project but assistance is being sought from the British Government.

Another factor which the French parent must take into account is the preference among fleet purchasers to buy British. The issue is becoming more political with the government putting pressure upon both Ford and General Motors to source more components from the UK.

Mr Whalen maintains that according to the standard measures applied throughout the motor industry the Ryton-assembled 309 is 60 per cent British. Taken with output from Stoke, which is 95 per cent domestic manufacture, the percentage is much higher, he says.

The UK company, whose domestic market share with imports and locally-assembled cars has slipped to little more than 4 per cent, clearly believes it can achieve greater and more rapid growth with home-produced vehicles. The present target is to hit 8 per cent by the end of 1988.

The UK subsidiary also has claim to one of the motor

industry's biggest export deals with the long-running contract to supply kits for assembly in Iran.

The contract has been subject to repeated disruption in recent years because of Iran's foreign exchange problems caused by the war with Iraq and fluctuations in oil prices. Exports to Iran were around £75m in 1984, against the £110m of the previous year but are expected to be sustained at the lower level.

Mr Whalen attributed his company's £13.1m pre-tax losses for the first half of 1985 mainly to lost revenue from Iran. Deliveries were resumed in the second quarter to give Peugeot Talbot a trading profit, though the company will finish the year in the red.

Mr Whalen maintains that in spite of the uncertainties surrounding the contract with the Iranians it will not affect Peugeot investment in the UK. He says Iran now accounts for less than 20 per cent of turnover and that the Peugeot parent has taken "a forward-looking decision" that investment will be based only upon the subsidiary's performance in the UK.

Mr Whalen is looking for further investment and growth for what is the UK's fourth largest car assembler.

And if you start from scratch and build a new factory, we'll help with the spadework. You might also like to bear one other factor in mind.

When you open a business in a coalfield, you immediately gain unrivalled access to Britain's major road and rail routes.

A SKILLED WORKFORCE

Mining men are resourceful, reliable and adaptable. They know the importance of safety procedures and teamwork.

In addition, the diversity of their skills may surprise you.

There are craftsmen adept in high technology. Technicians who are proficient in mechanical and electrical engineering. Others with experience in computers.

One factor, though, is common to the entire workforce. A basic grounding in hard work.

SO FAR, SO GOOD

NCB Enterprise have now been in operation for a year.

We've already committed over £5 million in more than 250 business projects which are creating over 3,500 new jobs.

And there's no upper or lower limit to the propositions we'll consider.

If you'd like to know more about the opportunities for business in Britain's traditional mining areas, please send us the coupon below.

When collieries come to the end of their working lives they inevitably have to close. The National Coal Board, who manage Britain's coal mining industry, are acutely aware of the impact this has on jobs. Not least because we know that the workforce concerned still has an enormous amount to offer. That's why we've set up NCB Enterprise, with the aim of creating new job opportunities. Of course, we don't expect you to start a business in a coalfield for no good reason. So we've put together a unique package of inducements that include money, premises and a skilled workforce.

When you've finished reading this advertisement, weigh up the pros and cons for yourself. You could well conclude that the coalfields are now Britain's most attractive location for business development.

MONEY UP FRONT

One of our main strengths is that we offer the businessman immediate finance, with favourable rates of interest and few formalities.

There is no need to invest first and claim later. NCB Enterprise can provide you with money in advance, thereby alleviating cash flow problems in the crucial early days.

Later on, we'll be able to offer you further financial support to help with additional growth and expansion.

To help create permanent new jobs we have £20 million available now – with more promised when needed. And we'll even help seek out the additional grants and loans you may be entitled to from other sources.

PREMISES OF ALL SHAPES AND SIZES

Whether you need 1,000 sq. ft or 100,000 sq. ft we can help you.

It, however, he does not have the time, the know-how or the inclination to make the right contacts, he can go to an "international corporate expansionist" (international consultant for short) which will handle anything or everything for him.

It will advise him, register his company, apply for planning permissions, licences, relevant developments, grants, whatever or simply put him in touch with all the right people.

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It goes on: "When shopfloor workers volunteer to spend their weekends, without extra pay, going out and helping to sell their products to the public it shows how proud they are of their workmanship. This is what is happening at Ryton and it is a mark of how much progress has been made."

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London flagship essential for major groups

Hotels

ARTHUR SANDLES

FIELDS IN which investment demand exceeds opportunity supply are rare enough these days, but such is the London hotel market. Dozens of international hotel groups, which would like a London flagship, many are active in seeking one, and those that have such a property are either looking for more or seeking further development in the UK provinces.

Since Hilton arrived in the sixties there has been a stampede for space in the UK capital. In recent years Hyatt and Marriot, Sheraton and Inter-Continental and Holiday Inn in coming to the city. Hilton, meanwhile, has expanded in London and moved out of the city as has, extensively, Holiday Inn and, more recently, Ramada.

Of course, hotel investments are not as simple as they sound. The management company does not always, or even often, own the fabric of the building and the investors may keep a fairly low profile. Not always, perhaps, as low as they would like. When Regent International Hotels, with Hong Kong and US money, bought the fabric and the management contract for the Dorchester the move was peaceful. When Regent then sold the building, but not the management, to the Sultan of Brunei, the repercussions were considerable.

In London, management companies are frequently willing and sometimes eager to put up some of the long term cash. The reasons for this are not too difficult to trace. Hotels are extremely difficult to find and the deeper you are prepared to dig into your own pocket, the more likely you are to find one; at the same time UK investments tend to look fairly secure ones to international hotel groups which often run properties in much less stable economic and political grounds.

At the moment London properties are being sought by such



The UK hotel market remains lively, with London a key target for international hotel groups. Above: the entrance to Grosvenor House Hotel in London's fashionable Park Lane.

companies as the Air France subsidiary, Meridien, and Holiday Inn, which is already strongly represented but lacks an operation in or near to Mayfair, where the real hotel action is. Both of these will put up their own cash if the opportunity is right.

But is it likely to be? The major hindrance to London development is UK planning procedures, regarded by many foreign investors as too democratic by a long chalk. Local residential objections to further hotel development in such areas as Westminster, Mayfair, Kensington and Chelsea are considerable and central Government has little power to force through something to which a local authority objects (other than "national" projects such as motorways and systems).

The present UK Government has promised that it will do something to speed up planning procedures, but whether this will mean removing or reducing the present element of local democracy remains to be seen.

In the absence of such changes the prospects for present owners of London properties would seem bright. In 1985 the British capital had the house full notices up as far as four star and de luxe properties were concerned for part at least of the summer season. Few people expect 1986 to be such a spectacular year, thanks partly to the reduced value of the dollar, but even if occupancy fell back to 1984 levels few in the city would be reduced to tears. Historic indications are that almost whatever happens hotel investors can rest secure on their real estate values.

Unfortunately the cost of entering the UK market, either in London or in the provinces, remains high in comparison with many other countries. Building costs tend to be high, land is pricey, planning procedures are slow, and in a delay which can lead to interest charges and building regulations and fire precautions are tougher than most hoteliers face elsewhere.

If it were possible to build an hotel in rural London the cost would almost certainly exceed £120,000 a room. As a result of this the purchase value of four star and de luxe properties will be moving

All in all the UK hotel market is a lively one and one which seems set for success in the foreseeable future. It is also one which national Government and, apart from central London, local authorities are enthusiastic to encourage. Most foreign investors will point out that residence between ideas stage and key-turning may be a necessary virtue, but most of the present hotel owners, facing as they are a queue of buyers eager to enter the race, would say that the wait was worth while.

* Arthur Sandles, FT Travel Editor, completed this article shortly before his sudden death on January 5.

perches is not far short of this level. The sheer cost of new building is one of the major reasons why so many London hotels are bought and refurbished.

The scene changes somewhat in provincial centres and areas around London. Here local authorities are often enthusiastic about hotel development, particularly as the new belief in the service industry as a source of employment spreads and investors are likely to meet encouragement rather than delays from planning officials. At the same time central Government is eager to ease central London's domination of the tourism market in the UK and is encouraging the British Tourist Authority and others to use their marketing powers to steer visitors to other UK destinations.

Coupled with this is the denied demand of the British domestic travelling public, particularly the business travellers, for a somewhat higher standard of accommodation than once might have been provided. Holiday Inn has certainly found a ready market for its products and domestic companies such as the long-established Trusthouse Forte and relatively newcomers like Ladbrooke have struck a profitable vein in provincial urban locations.

There are also signs that further attempts are being made to crack what has long seemed an impenetrable problem in Britain, the provision of new, budget priced, tourist accommodation.

Trip is experimenting with a series of properties on site it currently uses for its Little Chen, highway side, family restaurant operations and there are indications that at least two French budget motel operators will be moving

into the area soon to have specialists in-house.

Indeed the Big Eight accountancy firms in Britain employ a whole range of experts. Price

The great British success story

The Arts

ANTONY THORNCROFT

THIS YEAR the Arts Council, in an attempt to squeeze more money out of the Government for its 1986-87 grant, published a prospectus entitled "The Arts: the Great British Success Story." Few disagreed with its basic thesis that the arts was one area where the UK had been successful in the post-war years.

British actors, playwrights, artists, sculptors, writers have an international reputation.

British arts organisations, the Royal Opera House, the Royal Shakespeare Company, the major orchestras, are assured of large audiences and critical acclaim when they tour abroad. On the surface the arts are in good shape.

But beneath the surface there is seething discontent, a muttering of unrest which links the magnificently London-based organisations, like the Royal Opera House, and the National Theatre.

The Arts Council has already announced that it cannot step into the breach in funding this theatre, and others, such as the Liverpool Empire and the Theatre Royal, Newcastle, which were aided by their local councils. Can the London borough of Islington afford to take on Sadler's Wells? Undoubtedly in the next few months there will be many stories of theatres and arts organisations threatened with at least temporary closure for lack of support from their local councils from next April 1.

The metropolitan councils have been generous supporters of the arts, in particular the Greater London Council. It has been estimated that the met county spent over £40m a year on the arts, although some of this was more like social welfare.

The Government has only given the Arts Council an extra £25m to make good the disappearance of this tier of government. It believes that the remaining tier, the local authorities, should provide the difference.

Undoubtedly many of them could well have limitations placed on their spending power under the rate-capping procedure, and although there may be a willingness to make good the shortfall, the practical

ability will be absent. Take Sadler's Wells in London: the GLC gave it around £150,000 this year. In addition it advanced £500,000 towards its

rebuilding policy. There seems more potential yet, but no one envisages corporate sponsors ever replacing the Government as the paymaster of the arts. This could only be achieved if the Government gave generous tax incentives to private and public sponsors. But although the arts might be in real case, and a small rise in government support could bring extra benefits, not least in cutting unemployment, any objective view would suggest a thriving arts scene.

The London commercial theatre is booming (or rather doing better than in the recent past), and theatre attendances nationally, at around 40m, far exceed the crowds for football matches. Concert audiences are buoyant, with the South Bank showing a rise after years of decline, thanks in part to the open foyer policy. Even cinema attendances have started to rise again.

There has been a rush of new theatres opening around the country, most recently in Winchester. Arts centres are popping up everywhere and now introduce 20m people to, if not the more demanding arts, then at least some mid-developing experience. The Arts Council's "Glorify the Garden" strategy has brought the arts to those regions that, in the past, could justifiably feel that they were being starved of culture while London wallowed in abundance.

It is also widely accepted that the regions have a major role to play in a healthy British arts scene. The big four companies—Covent Garden, National Theatre, RSC and the English National Opera—now take a much smaller share of total arts subsidy, and, along with bringing arts to the people by strengthening regional arts associations, the Arts Council has stressed the need for more resources for community and ethnic arts. It also tries to assist the national companies in touring.

The bias has been towards making the arts available rather than creating the conditions for the individual artist to bloom. But there have been plenty of successes in recent years, made to the benefit of the balance of payments. The arts necessarily contain many argumentative and vocal people keen to complain about Government failings, real and imaginary. But somehow the arts continue to mount, perhaps a little more generously by the Government could sustain what is undoubtedly a golden age well into the future.

Company service from cradle to maturity

Accountants

CATHERINE HARDY

THE range of services offered by accountants in the UK has grown rapidly, as the pressure on fees and the recession of the early 1980s limited the scope for expansion of traditional audit work.

Mr Nigel Moore of Ernst & Whinney explains, "The opportunity was seen for extending services to client companies and because an understanding of business is built up during audit work and as accountants saw the client need for, say, consulting, it made sense to have specialists in-house."

Indeed the Big Eight accountancy firms in Britain employ a whole range of experts. Price

Waterhouse is the only Big Eight firm in the UK with more accountants than non-accountants on its staff.

Coopers and Lybrand has concentrated on growth in consulting and nearly a quarter of its fees come from this still rapidly-growing area, while 20 per cent comes from merger and small business work.

Mr George Westropp at Touche Ross — currently at number seven in the UK in terms of fee income—gives some examples of the extensive literature produced by accountants to show just how well equipped they are to help anyone considering investment in Britain.

To begin with Mr Westropp says "We produce a wide range of publications." For example, "Setting up in the UK for Japanese business" is a recent addition to the list

of publications presented in trying to interpret investment laws and are well qualified to advise, whether on investment for say, manufacturing, or a service industry like tourism."

An accountant's specialist knowledge of particular sectors can prove vital. "We pride ourselves on our ability to construct multi-disciplinary teams to advise people. This involves experts in whatever fields are required," he says.

Meanwhile, Mr Westropp states that Touche Ross can offer very specific services. If a construction company in Canada want to set up here, they would be advised by an expert in the British construction industry, he says. The service can also be specific to individuals. Before now, he has even found a client a hotel to stay in during their visit to Britain.

At Coopers & Lybrand, Mr Peter Howes claims: "We have

built-up enormous expertise in trying to interpret investment laws and are well qualified to advise, whether on investment for say, manufacturing, or a service industry like tourism."

For example, the gas people's own giant Morecambe Field, offshore from Blackpool, is being developed at a cost of more than one-and-a-half billion pounds. The major part of this massive investment is being spent with British firms, which has led to the creation of literally thousands of jobs for British workers. So, in a very real sense, Britain benefits because people prefer gas. Ask Colin Welland!

"BRITAIN'S FAVOURITE FUEL MAKES JOBS FOR BRITISH WORKERS"

PEOPLE PREFER GAS
AND BRITAIN BENEFITS

British Gas